# Collaborative Action Framework



# A framework for collaborative action on climate justice

Mobilising collaborative action for climate justice requires sustained and coordinated effort involving all sectors. This starts with understanding and identifying the causes of social, economic, and health inequities and how they are being exacerbated by climate change. Addressing the drivers of risks and vulnerabilities and working to prevent and minimise climate impacts is at the heart of this Collaborative Action Plan.

Insights from across the 12 months of engagement underscores a pressing need to mobilise around climate justice in the west of Melbourne. Community health and community service organisations (CHCSOs) are realising that, whether planned for or not, climate change is already impacting their services and their communities and is increasingly a core part of their work.

We know that CHCSOs play a critical role in building resilience and keeping communities experiencing disadvantage safe and well. As the pandemic has so clearly shown, it is these place-based organisations who have the strategic influence, relationships and trust to reach communities in need. What the analysis of the west and engagement with a range of organisations highlights is that there is a range of expertise and knowledge that can be leveraged to ensure that we are collectively working towards health and wellbeing outcomes for all and particularly for those most at risk to climate change. This work also highlighted that there are distinct considerations for climate justice in the west of Melbourne (Figure 6.1).

In this section, we introduce a framework with five focus areas to guide collaborative action on climate justice in Melbourne's west. These focus areas reflect the needs and opportunities identified by respondents throughout the project process. They draw on insights from consultation activities and network mapping processes. as well as the key actions identified through the group model building exercise and action forum. Most importantly,

they reflect opportunities and capacities for collaboration and learning.

The framework is not prescriptive nor linear in approach but rather a way to:

- 1. Promote learning Establish a foundation through which to develop a shared and iterative understanding of climate justice, and build shared resources to enable ongoing learning. For example, a network of Aboriginal Community Controlled Health Organisations might develop a climate action and resilience plan that sets shared actions and objectives across their diverse operations and share their approach with others.
- 2. Build capacity Leverage the diverse work already undertaken in the west to develop place-based tools and methodologies that promote capacity strengthening and knowledge sharing. For example, practitioners might convene a place-based forum on heat risks and vulnerabilities to strengthen networks, highlight existing responses, and understand gaps.
- 3. Support alignment Strengthen joined up work across organisations to align stakeholders and resources towards shared community and organisational needs. For example, some community service organisations might focus on one area of action, such as advocacy or strategy coordination, and jointly apply for funding to resource a network connector role.

Figure 6.1 Key considerations for climate justice in the west of Melbourne

### **Procedural** – Addressing intersecting, systemic drivers of inequities.

Key decision-making processes around the impacts of and responses to local experiences of climate change:

- Development and regulatory regimes in growth areas: Provisions around environmentally sustainable design, infrastructure and services, residential density and diversity, private open space, and mixed-use town centres
- Draft Health Promotion guidelines: Framing of climate change responses (sustainability and mitigation) co-benefits to other focus areas of health and wellbeing
- Participatory processes: Extent of organisational and public participation around intersecting experiences of social and climate justice, and resultant policy actions
- Sector capability planning: Links between existing initiatives, COVID-19 learnings, and municipal and State adaptation planning
- Allocation of funding: Distribution of funding for the implementation of climate change adaptation plans at different scales.

# **Distributive –** Ensuring the benefits of climate change action are shared and address issues of inequity.

Key considerations for adaptation and resilience interventions in the region:

- Patterns of vulnerability and social inequity related to the changing sociodemographic profile of the west
- Maladaptive potential, such as sustainability and mitigation-oriented work at the expense of longterm, transformative adaptation
- Limited engagement with the indirect impacts of climate change, such as experiences of family violence and mental health
- Evaluation of social infrastructure provision, connectivity and use in relation to health equities and climate risk
- Intersectionality and the capacity of agency among different groups, both for practical responses and strategic inclusion in adaptation planning.

## **Intergenerational – Supporting structures and processes to ensure equity over time and scale.**

Tackling interacting drivers of climate injustice across the region, particularly in middle and outer growth areas:

- High rates of precursors to chronic disease and avoidable deaths, especially asthma and diabetes, in low socioeconomic areas
- Rapidly aging population and growing working age population correlating with heightened service demand.
- Inadequate housing quality: low sustainability and energy efficiency standards, minimal landscaping, high site coverage, and a low density and diversity of housing stock
- Segregated land uses and inadequate precinct planning around housing, health services, employment, public transport, and retail
- Low canopy coverage and high vegetation clearing rates (new housing developments)
- Intensification of heat risks in low socioeconomic areas, concentrated in suburbs bordering Brimbank and outer growth areas.

#### **Recognition - Centring diverse voices**

Centring individuals and community groups most disproportionately affected by climate change and poor health outcomes in planning, support, and action:

- · First Nations' communities
- People from migrant and refugee backgrounds, especially those with lower English proficiency or newly arrived
- People experiencing housing insecurity, including those who are unhoused and housing stress
- · Low-income communities
- People living in growth corridors, including aspirational and low-income homeowners
- People with chronic health conditions or precursors to chronic disease.

# Focus areas for collaborative action on climate justice

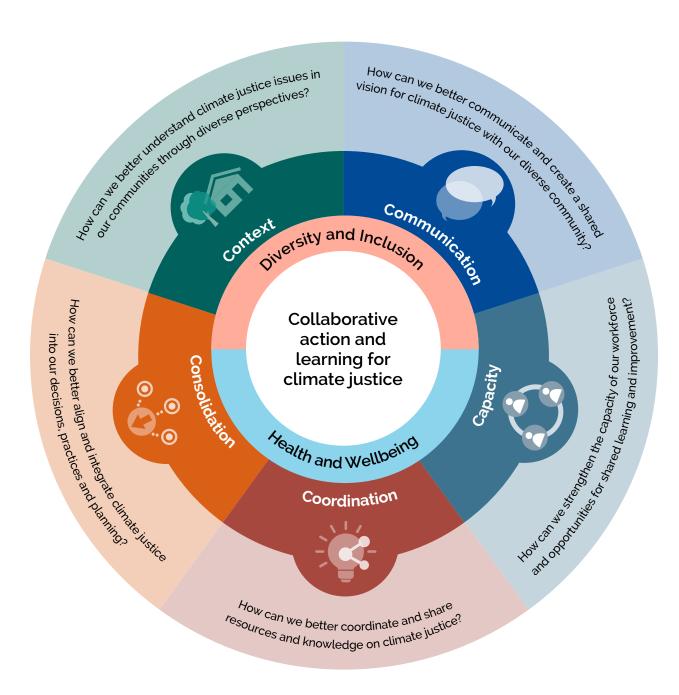
This framework for mobilising climate just and resilient communities emphasises the importance of collaboration as a means for realising climate justice outcomes. Five focus areas, grounded in diversity and inclusion and health and wellbeing, are proposed as a guide for how collaborative action on climate justice can be approached over the short to medium term (i.e. 1-4 yrs) (Figure 6.2). Regardless of the scale or type of intervention, the consideration of these areas within programs, practices and planning is intended to help contribute to more just and equitable health and wellbeing outcomes for all.

Note, these focus areas are not discrete nor phased but rather, mutually reinforcing. They are intended to holistically guide CHCSOs and relevant agencies, practitioners, community leaders, and funders to think about how their existing work might be strengthened and joined up and identify where opportunities might exist to do so. This framework and the focus areas identified respond to the key issues and actions that emerged through this consultation process, and are intended to be dynamic and open to change over time.

While many organisations may have limited capacities, the intention is to create a framework for collaboration and shared work. In short, it is intended as an antidote to the commonly held view - 'we don't know where to start!'.

The following sections offer a little more insight into the key attributes and relevance of each focus area, along with example actions shared at the action forum and other engagement activities. A selection of learning resources relevant to CHCSOs in the west is also provided, many of which include rich case studies, tools, and templates to guide planning and practices for collaborative action on climate justice.

Figure 6.2 Collaborative action framework for climate justice



### Focus area 1 - Context

Ensure that understandings of climate justice are situated within the social and physical context of the west and reflect the diverse perspectives, priorities and activities of the region.

"...there are some similarities across western suburbs and particularly councils around health...that whole adage around, show me a postcode, I'll show you the ATAR, can also be equally as relevant to show me your postcode, and we'll show you your health outcomes."

### Why is context important?

The west is a changing region and community health and community service organisations (CHCSOs) need to have the capacity and capabilities to respond to changing demographics and needs as they intersect with climate change risks.

CHCSOs will need to respond to climate change impacts that exacerbate health and well-being inequities, as well as work to address the root drivers of those inequities and strengthen community adaptive and resilience capacities. This requires that they, and other relevant stakeholders, understand how climate impacts are being and could be experienced by diverse communities, and that they are resourced to better support their communities. Doing so will require multiorganisational collaborations and centring of the voices and experiences of the west's diverse communities.

CHCSOs are vital knowledge holders regarding the complex and intersecting drivers of disadvantage and community need. The importance of their roles was highlighted during the COVID-19 pandemic, and insights from this experience will be vital to informing climate change resilience actions.

Taking a strengths-based approach to working with communities and in organisational collaborative action will be key. Such an approach would build on and strengthen existing networks, knowledge, and expertise across organisations and communities to shape place-based and systems change.



### Focus area 1 - Context

#### Strategic opportunities

#### 1.1 Evidence-based and community-led decision-making

Evidenced-based decisionmaking to address intersecting vulnerabilities, risks and impacts affecting local communities at a municipal, regional and state level.

**Example actions** 

- · Explore effective means of building and maintaining an evidencebased understanding of risks and impacts drawing on a range of data and knowledge.
- Align decision-making with Traditional Owners' Country plans, ensuring responses address issues identified as impacting Country.
- · Create space and opportunities for deep listening, advocacy and community organising. For example, support social and public housing tenants to advocate on housing needs and heat impacts.

#### 1.2 Strengthen relationships and networks

Recognise, build on and learn from the diverse relationships and networks developed in the West and through COVID-19 in climate change adaptation and resilience planning and actions.

- Undertake a process to identify opportunities to strengthen cross sectoral networks to inform climate adaptation and climate justice planning.
- Build on the work of VCOSS to strengthen relationship between the community sector, community leaders, and emergency management.

#### 1.3 Improve service integration and linkages

Referral pathways that connect communities and place-based organisations to relevant services and supports.

- Extend the work of local councils and Brotherhood of St Laurence in developing partnerships between Aboriginal Community Controlled Organisations to undertake housing energy efficiency and thermal comfort assessments.
- Explore opportunities for social prescribing to integrate health and social care, build resilience, and address structural inequities that make people vulnerable to climate change. For example, local food growing initiatives.

### Learning resources

Wadawurrung Traditional Owners Aboriginal Corporation Paleert Tjaara Dja Let's make Country good together 2020 - 2030 Wadawurrung Country Plan

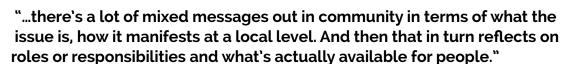
Ten-year plan to progress Caring for Country aspirations, strengthen cultural knowledge and education, and guide negotiations and conversations for healthy Country planning.

Victorian Council of Social Service and Ethnic Communities Council of Victoria Valuing strengths, building resilience: Improving emergency management outcomes for multicultural communities in Victoria

Based on insights and experiences from the Multicultural Emergency Management Partnership, this Policy Paper outlines recommendations for the emergency management sector to better connect with and become more inclusive of multicultural communities in Victoria.

### Focus area 2 - Communication

Draw from the wealth of experience and knowledge within the west to communicate a shared voice and vision for climate justice, to strengthen advocacy and dialogue between organisations and communities alike.



# Why is communication important?

There are urgent calls for localised, practical, and targeted messaging on climate change risks, resilience, and adaptation. As the COVID-19 pandemic has demonstrated, messaging that lacks cohesion and relevance to social, cultural, and economic experiences of people's everyday, can become a matter of life and death.

Community health and community service organisations (CHCSOs) play an instrumental role in bringing communities together through which to distribute information and resources, but also in amplifying the voices of those needing to be heard in the design and implementation of climate change action (both mitigation and adaptation). This is climate justice. Communication and multidirectional knowledge sharing amongst organisations ensures messages are not conflicting and collaborative efforts are sustainable.

Effective communication on climate justice by CHCSOs is enabled through resources and training opportunities that make climate justice relevant to all staff. Not only does this assist in identifying and responding to localised experiences of vulnerability, but in developing ideas and learning from others about possible strategies and actions that tackle the root drivers of injustices.



# Focus area 2 - Communication

Strategic opportunities	Example actions
2.1 Diverse and meaningful messaging	<ul> <li>Co-design clear and innovative messaging for diverse audiences based on the intersections of climate change and health determinants. For example, applying learnings from COVID-19 messaging to climate justice.</li> </ul>
Consistent, coordinated, and culturally appropriate communication resources that reflect everyday experiences of climate change.	
	<ul> <li>Share and communicate meaningful information through trusted networks, community leaders and organisations (e.g. heat preparedness).</li> </ul>
2.2 Empower communities and amplify the voices of lived experience	Create opportunities to learn from the lived experiences of people affected by climate change, such as First Nations people, LGBTIQ+ communities, people experiencing homelessness, newly arrived communities, and those on low-income.
Centring the voices of lived experience focuses attention on community strengths and the root causes of risks and vulnerabilities.	
2.3 Effective organisational and sector communications	Develop an online resource library of relevant communication materials, climate justice tools, case studies and planning
Education and training resources that make relevant the intersections of climate and social justice for community health and community service organisations to inform their	materials.
	<ul> <li>Hold community forums and engagement activities on localised issues of climate justice.</li> </ul>
	<ul> <li>Identify opportunities to tailor progress reporting on municipal and State adaptation objectives to CHCSOs, including</li> </ul>

### **Learning resources**

strategic planning.

#### Aboriginal Services Network of the West Deadly Western Connections

An online meeting place to connect Aboriginal and Torres Strait Islander people in the west of Melbourne, and share information on services, programs, jobs and events.

#### Koling wada-ngal Aboriginal Corporation and Wyndham City Council Wunggurrwil Dhurrung Centre

funding opportunities.

Located in Wyndham Value, this integrated community centre combines high ESD performance with an inclusive and culturally safe space for people to gather, connect, learn and share.

#### Victorian Council of Social Service Feeling the Heat

Research and recommendations around extreme heat to support community service organisations improve service delivery and reduce the harm experienced by vulnerable communities.

### Focus area 3 - Capacity

Strengthen workforce arrangements that build capacity and contributions towards climate justice, including the need for learning and continuous improvement.

"...we are kind of marginalised in a sense, in that there's a limited funding and we're trying to be creative in what we do. We then prioritise what we're doing... food and social support are the biggest needs. But people are sitting in their flats during this extremely hot fortnight not being able to afford [air-conditioning] or be cool. There's nothing we can do to support that."

### Why is capacity important?

Climate change impacts are often considered distinct, and out of scope of the core business of community health and community service organisations (CHCSOs). However, the complex and interrelated impacts of climate change are already exacerbating existing patterns of disadvantage and inequity and as such, require whole-of-organisation, whole-of-sector and whole-of-government responses. CHCSOs themselves are threatened by climate change impacts and need to better prepare for ongoing impacts and resilience.

There is a need to build the capacity of the sector to do their important work, including on climate justice. The barriers to capacity strengthening include short term resourcing, the project-based nature of work, and siloing of issues and policy areas. Despite these barriers there is much that can be achieved through joined up work. These include developing organisational plans, leadership and

workforce training, and governance arrangements that foster and support a sustained focus on climate justice.

Capacity strengthening happens through collaborative work that is based on a shared understanding of climate justice. This enables open information sharing and cross-pollination of ideas which is necessary to empower organisations and communities.



# Focus area 3 - Capacity

Strategic opportunities	Example actions
3.1 Strengthened workforce capacity	<ul> <li>Organisational training and professional development (e.g. frontline staff training in heat stress prevention).</li> </ul>
Improved governance arrangements that strengthen workforce capacities.	<ul> <li>Build on the work of Jesuit Social Services' Centre for Just Places to deliver practical, sector-specific workshops to deepen understanding of climate justice across all facets of operations, both within organisations and region-wide.</li> </ul>
	<ul> <li>Advocate for resourcing for climate justice advocates and coordinators within CHCSOs.</li> </ul>
3.2 Improve organisational climate change planning	<ul> <li>Undertake organisational climate risk and vulnerability assessments.</li> </ul>
Develop clear frameworks and decisive strategies, policies and plans.	<ul> <li>Links to climate change are made explicit within new roles and programs, helping to build shared understanding and drive organisational momentum on climate justice.</li> </ul>
	• Co-designed programs also help improve service delivery by responding to the intersecting needs of communities.
3.3 Commitment from leadership	Develop CHCSO leadership training materials and professional
Empower and create buy-in and commitment from all levels of leadership (community, organisational and government) to support climate justice and adaptation planning.	<ul> <li>development opportunities.</li> <li>Leadership statements situate climate justice as core to business continuity, and are backed by strategies around climate-responsive funding and budgeting.</li> </ul>
	<ul> <li>Enable and support a network of community leaders with a strong focus on under-represented cohorts such as people from migrant and refugee backgrounds, those on low-income or with disabilities.</li> </ul>

### **Learning resources**

# Jesuit Social Services, Victorian Council of Social Service, and the RMIT Climate Change Exchange Climate and Ecological Justice Resource Pack

A toolkit to provide CHCSOs with a detailed overview of climate and ecological resources to support capacity strengthening for transformative adaptation.

#### Australian Council of Social Service Resilient Community Organisations Toolkit

A toolkit designed by and for the community services sector to support organisations in assessing and improving their resilience to disasters and emergencies.

#### **Darebin Neighbourhood House Network Climate Action and Resilience Plan**

A framework that uses the place-based strengths and relationships of neighbourhood houses to work towards sustainable and resilient neighbourhood houses and communities.

### Focus area 4 - Coordination

Enhance the coordination of resources and knowledge sharing on climate justice, in a way that builds trust and leverages the diverse expertise within the region.

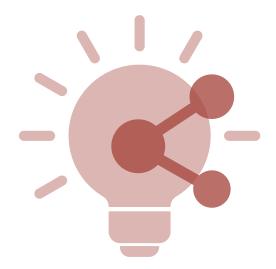
"...With all these collaborations, it comes back to who's going to do the coordination across organisations and strategic coordination? How's it going to happen? How's it going to be resourced? Where's the funding coming from? And then once we've got all that sorted out, I think everyone can just get on with it."

### Why is coordination important?

To address systemic drivers of climate injustice, community health and community service organisations (CHCSOs) require access to relevant and evidence-based information regarding local impacts, needs, and opportunities regarding climate change. Given the scarcity of resources and capacities across many organisations the need to improve coordination and sharing around resources and strategies is essential.

The growing need to respond to climate change-related threats means existing planning tools, strategies and indicators will need to be modified or new ones developed to drive action. This will provide support for staff – regardless of the team they work in – to have a clear understanding of how climate justice impacts their professional roles, the communities and networks they work within, and ways and means of building climate justice.

Importantly, there is also the need to coordinate actions and advocacy around shared issues or challenges facing communities in the west. This includes the creation, use and sharing of resources to guide and inform strategies and actions, as well as capacity building efforts across the region, such as workforce training and education.



# Focus area 4 - Coordination

#### Strategic opportunities

# 4.1 Shared evidence and information

Ready access to relevant and evidence-based information with sustained resourcing to strengthen reciprocal learning, provide tailored support, and enhance cross-sectoral and cross-regional collaboration.

# **4.2 Strengthen local and regional planning**

Coordinate strategies and actions around shared issues and goals.

# 4.3 Effective monitoring, evaluation and learning

Sector literacy is strengthened by reporting on place-based learnings from COVID-19, their application to climate justice, as well as opportunities to inform the implementation and evaluation of CHCSO and local and state government adaptation plans.

#### **Example actions**

- Regularly release data and public reports of climate justice trends and actions to help communities understand changing risks, and strengthen accountability.
- Centralise and enable public access to data overlays that inform climate change planning for social justice in the west, including information about low socioeconomic communities, chronic disease, heat hotspots, tree canopy, cool zones, and health services.
- Create regional coalitions, jointly funded, to build partnerships with communities, enhance alignment, and monitor and communicate the region's activities.
- Advocate for dedicated funding aimed at community sector adaptation and resilience planning. For example, to fund assessments of regional climate risk on service connectivity and continuity.
- Identify indicators, tools, and methods to understand and communicate localised needs and concerns, within organisations, to decision-makers, and to community groups.
- Develop sector/regional monitoring, evaluation and learning tools and processes.

### Learning resources

#### **RMIT University The Climate Change Exchange**

A not-for-profit, multisector network designed to support partnerships and knowledge sharing around transitioning to sustainable and just climate futures.

#### Victorian Government Virtual Hub for Climate Change Innovation

A virtual collection of policy and research resources, practitioners, and projects relating to climate change, adaptation, and innovation.

### Focus area 5 - Consolidation

Align efforts cross-sectorally and cross-regionally to support the consolidation and integration of climate justice in organisational practices and planning, and enhance accountability for decisions, actions and outcomes.

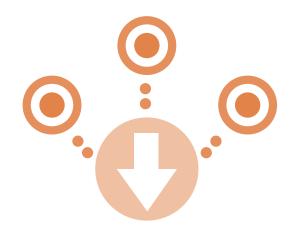
"What we've found is that you can challenge existing paradigms of thought, by coming together and identifying new things. And saying, 'what we've done in the past is not working. Our business as usual is not making a difference.' So what are we doing that we need to do differently?"

### Why is consolidation important?

Climate justice requires a whole-of-sector and whole of government effort, involving many diverse systems and stakeholders. Too often, however, planning is siloed within separate teams or disciplines including public health, environment, sustainability, transport, the arts, urban planning, housing, and emergency management.

Aligning and consolidating climate justice in practices and planning enables a resource-constrained sector to mobilise resources and strengthen advocacy and capacities. Ensuring integration in these processes is essential for two reasons. First, because community health and community service organisations (CHCSOs) play a key role in identifying and advocating on gaps in current policy and regulatory frameworks (i.e. urban planning and housing).

The second reason is that alignment allows CHCSOs and other stakeholders (like local governments) to leverage their diverse knowledge and networks to maximise co-benefits resulting from interventions. Specifically, to avoid conflicts in advice, the risks of maladaptation, and of shifting inequities. Paying attention to both these processes can ensure that contributions to climate justice are more inclusive, and enhance the productivity and transparency of ongoing climate justice efforts.



# Focus area 5 - Consolidation

#### Strategic opportunities

# 5.1 Embed climate justice goals across legislation, policies and plans

Embed a shared understanding of climate justice issues across all facets of management and operations, including legislation, internal strategies, policies, plans and frameworks.

# **5.2** Resourced climate justice action and advocacy

Create innovative advocacy platforms that establish and strengthen relationships, provide opportunities for knowledge sharing and joint projects, and enable inclusive decision-making

#### **Example actions**

- Build on the DELWP-funded Resilience Community of Practice to develop a region-specific group with diverse practitioners to improve and embed understandings of climate change impacts, risks, equities issues, and action.
- Strengthen coalition support for legislative and policy changes required to embed climate justice across sectors.
- Identify new partnership and learning opportunities, such as targeting corporate, peak body, or philanthropic groups around priority asks.
- Networks, such as neighbourhood house and community centres, align work programs around a shared set of objectives.
- A co-designed framework and toolkit minimises duplication while keeping staff and participants informed and empowered to work towards collective goals.

#### 5.3 Policy and legislative change for climate resilient infrastructure, services, planning and housing

Develop multi-impact initiatives that address the legislative and policy drivers of risk and vulnerability across housing, development, and infrastructure.

- Regulate new housing and infrastructure developments to ensure they are built to a high energy efficiency standard.\*
- Retrofit public and social housing with insulation, energy efficient appliances, and solar panels.
- Provide access to green spaces, cool active and public transport infrastructure, for example, tree canopied bike lanes and weather protected public transport stops.
- Create a network of 'cooler spaces' across the west in partnership with neighbourhood houses and other place-based organisations.

\*Note, on 26 August, 2022, the Building Ministers' Meeting agreed to **increase energy standards for new homes** in the National Construction Code. This includes provisions around a minimum NatHERS energy efficiency rating of 7 stars, the introduction of an annual energy use budget (requiring consideration of the energy efficiency of appliances and roof top solar), and EV charging facilities in apartment buildings.

### Learning resources

#### Future Earth Australia A National Strategy for Just Adaptation

A blueprint to support diverse practitioners, community leaders, organisations and advocacy groups in embedding a climate justice framework in their climate change work.

Climate and Health Alliance Regenerative and Just: Framework for a National Strategy on Climate, Health and Wellbeing for Australia

A framework to inform cross-sectoral policy action on climate, health and wellbeing in a way that integrates health, social, environmental and cultural considerations.

### **Next steps**

This Collaborative Action Plan demonstrates the critical need to mobilise and support collaborative action on climate justice in the west of Melbourne. Not only to contextualise the risks and vulnerabilities of climate change for those organisations working on the frontline, but to explore deliberative pathways to work towards transformative adaptation for communities at greatest risk.

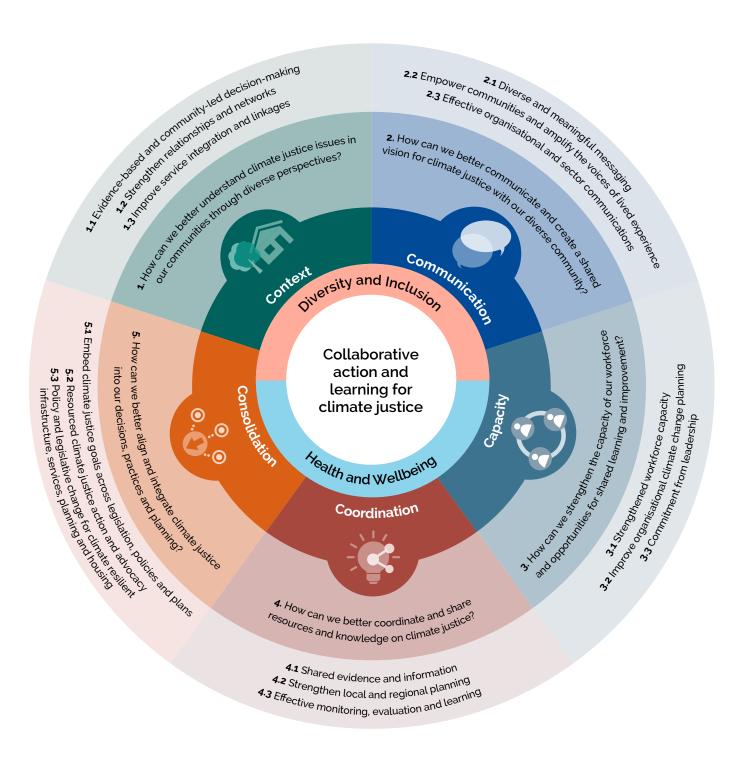
Building on the significant contributions of a range of different place-based organisations over the past 12 months, we have sought to outline a framework that, for practitioners, community leaders, funders, and government agencies, will provide a starting point to leverage existing efforts for advocacy and strategic planning around climate justice. This Plan highlights, that both within organisations and across the sector, there is a need for shared understandings, well-defined roles and responsibilities, and sustainable resourcing to identify and collectively navigate the intersecting challenges of health and climate change inequities.

The 5 focus areas for action – Context,
Communication, Capacity, Coordination, and
Consolidation – are not prescriptive, and instead
offer CHCSOs and related agencies a holistic
guide to thinking about and characterising types
of collaborative and shared work within the west
of Melbourne (Figure 6.4). Core to this is taking
a strengths-based approach and recognising
the diverse work already being undertaken in
the region, as well as the benefits that emerge in
engaging with the knowledges and experiences of
communities and place-based organisations.

Engaging with the Collaborative Action Framework – and the collective priorities of the sector – initially offers organisations and their staff the opportunity to reflect on inequities within the health and human services system, and the way existing policies, plans, and practices may perpetuate vulnerabilities for certain groups. If collectively owned and applied across the region, this framework is intended to support the many diverse actors striving for transformative change in the west, and is a foundation for the critical conversations required for achieving systemic change.

With many CHCSOs still at the frontline of COVID-19 responses and impacts, and with a scaling back of Victoria's pandemic and climate change funding, this is also a call for relevant authorities to recognise and resource the critical work of the sector and to focus on prevention and mitigation of climate risk to achieve transformative change for the region.

Figure 6.4 Framework for collaborative action and learning on climate justice



### For further information:

Jesuit Social Services' Centre for Just Places: https://jss.org.au/what-we-do/centre-for-just-places/

Susie Moloney, Executive Director, Jesuit Social Services' Centre for Just Places

T: 0417 648 288 E: susie.moloney@jss.org.au

Andrea Wolf, Project Officer, Jesuit Social Services' Centre for Just Places

T: 0409 849 054 E: andrea.wolf@jss.org.au

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