



Australian Government

National  
**Recovery and  
Resilience**  
Agency

# Catalysing Change Workshop Summary

Developing the Second National Action Plan  
to support the National Disaster Risk  
Reduction Framework

7 April 2022

Australian Institute for  
**Disaster Resilience**



This event was proudly supported by AIDR

# Introduction

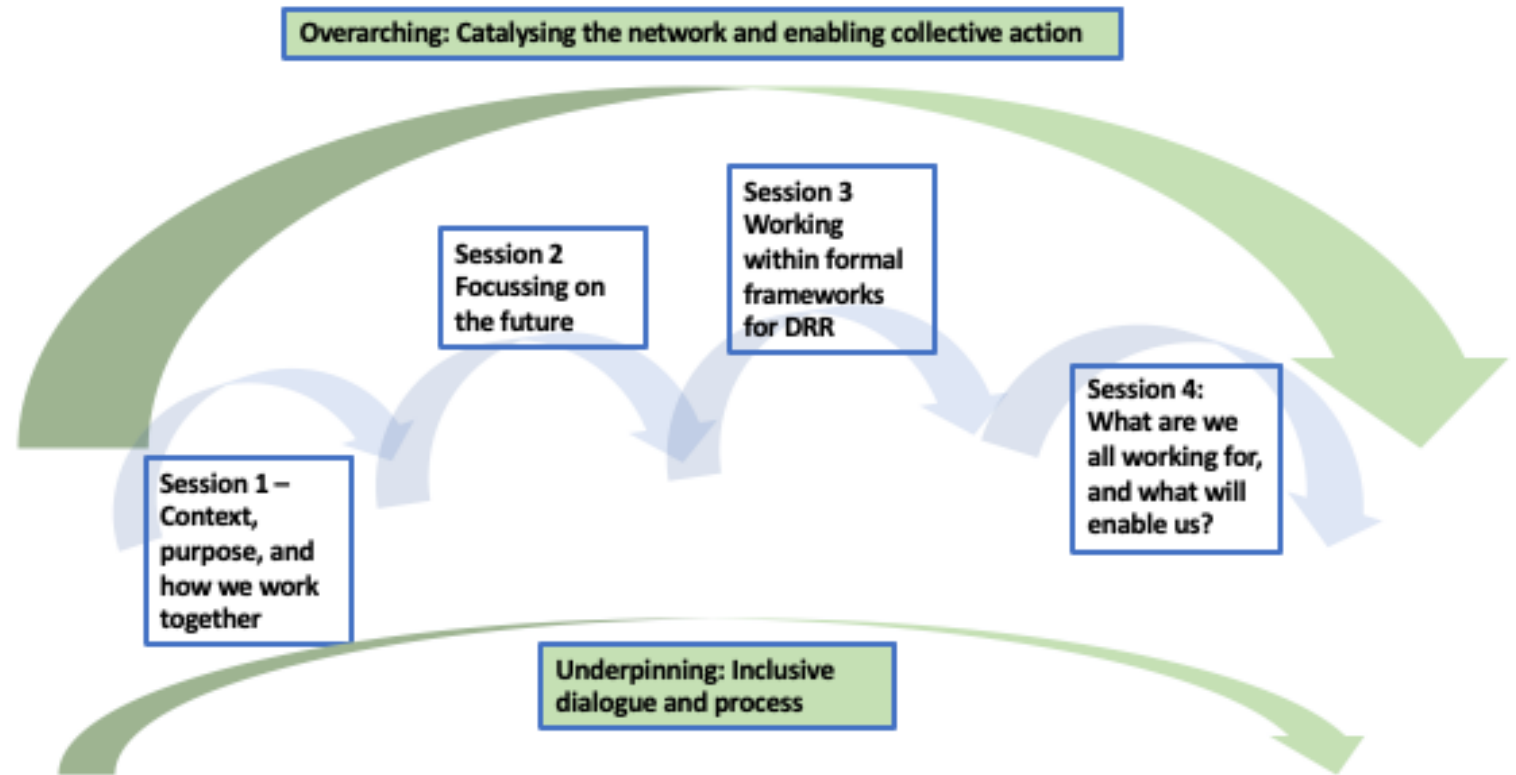
## About this document

This workshop summary captures a high-level overview of the discussion and input from participants who attended the Catalysing Change Workshop on Gadigal Country in Sydney on 7 April 2022. This workshop was the first face-to-face event following a series of online discovery conversations in the week of 21 March 2022. A series of deep dive workshops are anticipated to follow in late May 2022.

## Purpose

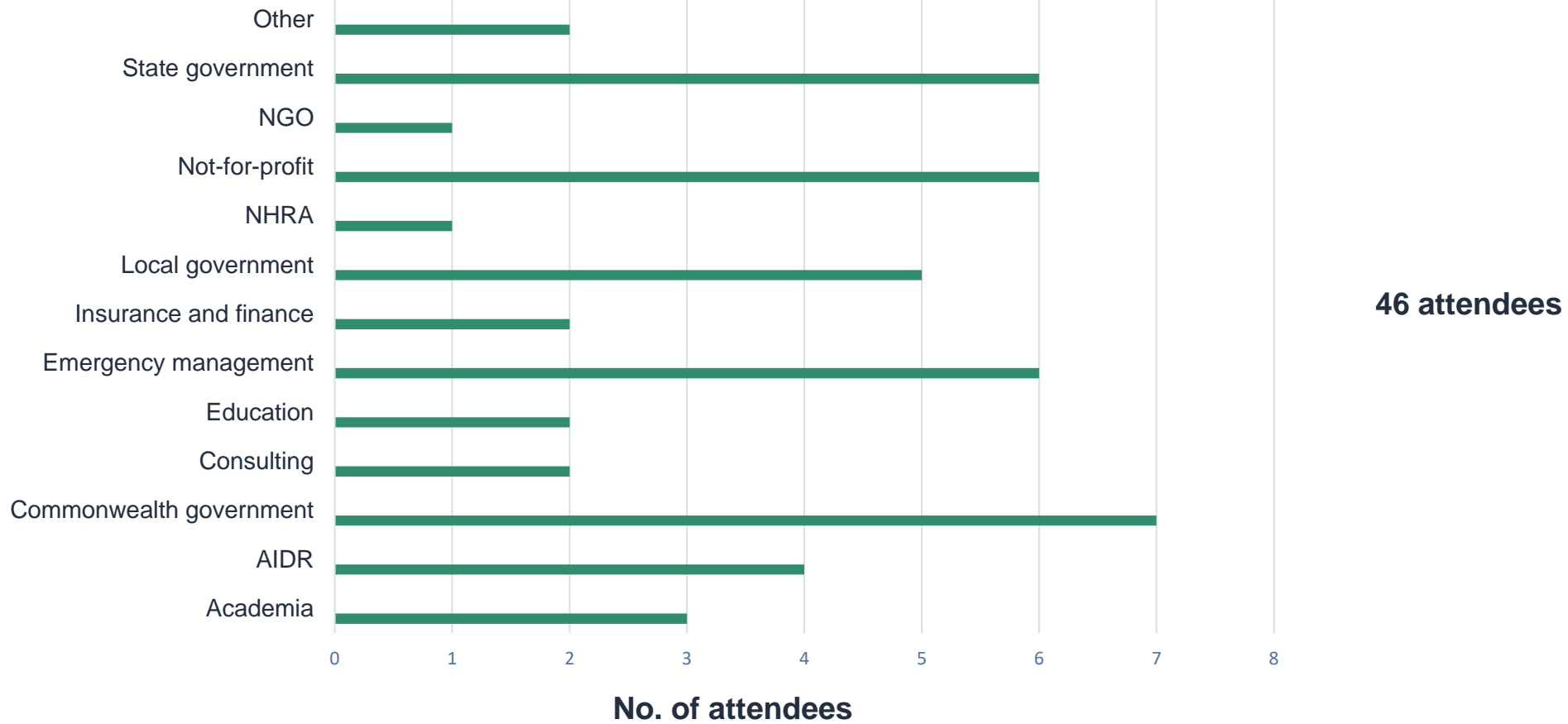
The purpose of this summary is to capture and summarise the workshop dialogue. Participant input is documented for future use for developing the Second National Action Plan for Disaster Risk Reduction. Participants are encouraged to share their experience and this summary with others in their network.

## Workshop Structure Overview



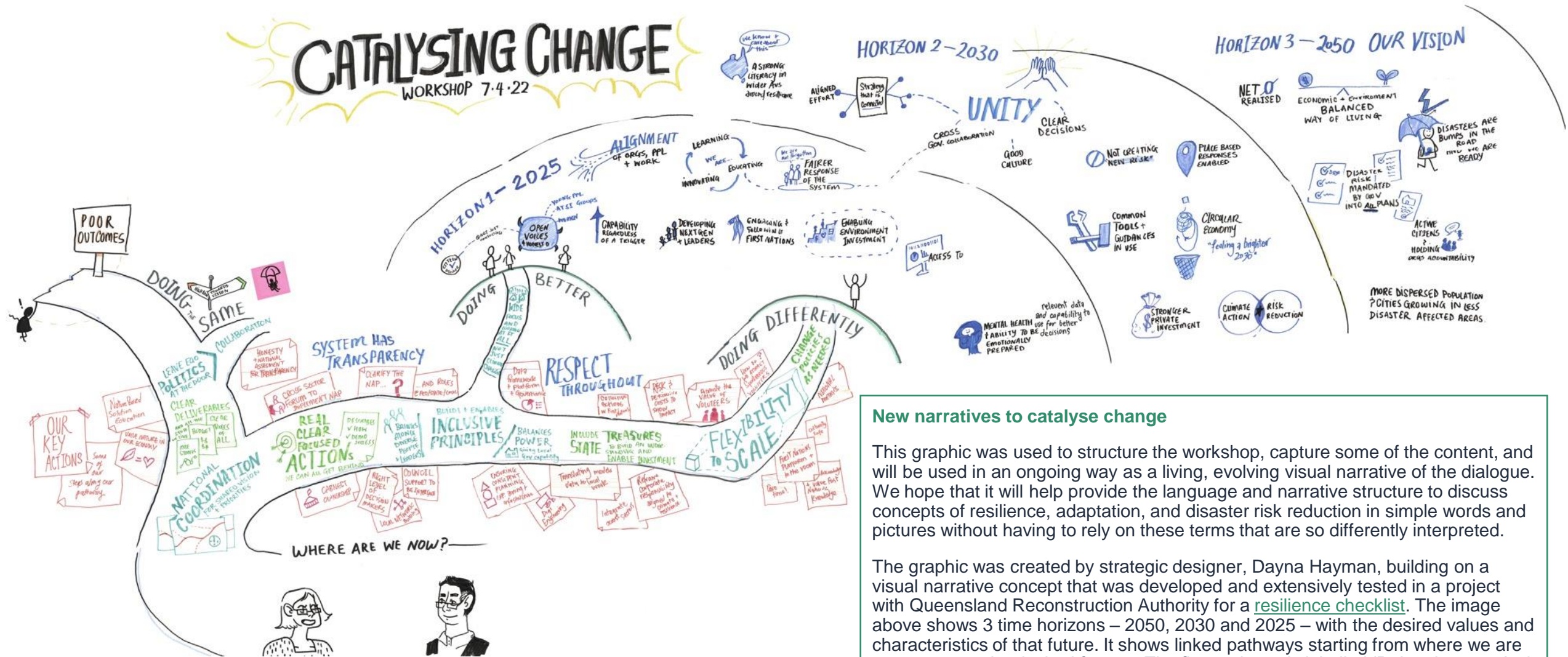
# Participants

## Sectors represented



# CATALYSING CHANGE

WORKSHOP 7.4.22



**New narratives to catalyse change**

This graphic was used to structure the workshop, capture some of the content, and will be used in an ongoing way as a living, evolving visual narrative of the dialogue. We hope that it will help provide the language and narrative structure to discuss concepts of resilience, adaptation, and disaster risk reduction in simple words and pictures without having to rely on these terms that are so differently interpreted.

The graphic was created by strategic designer, Dayna Hayman, building on a visual narrative concept that was developed and extensively tested in a project with Queensland Reconstruction Authority for a [resilience checklist](#). The image above shows 3 time horizons – 2050, 2030 and 2025 – with the desired values and characteristics of that future. It shows linked pathways starting from where we are now, to get to the desired futures. The first pathway is labelled ‘Doing the same’ – it has a fork which leads to a cliff-edge, and another smaller one which leads towards desired futures. The ‘Doing better’ pathway represents modification and incremental change, and ‘Doing differently’ pathway represents transformational, systemic change. Existing policy frameworks as well as potential actions were placed onto this graphic to support dialogue for the day. It will be updated and refined as the NAP dialogue solidifies and made available on the AIDR website.

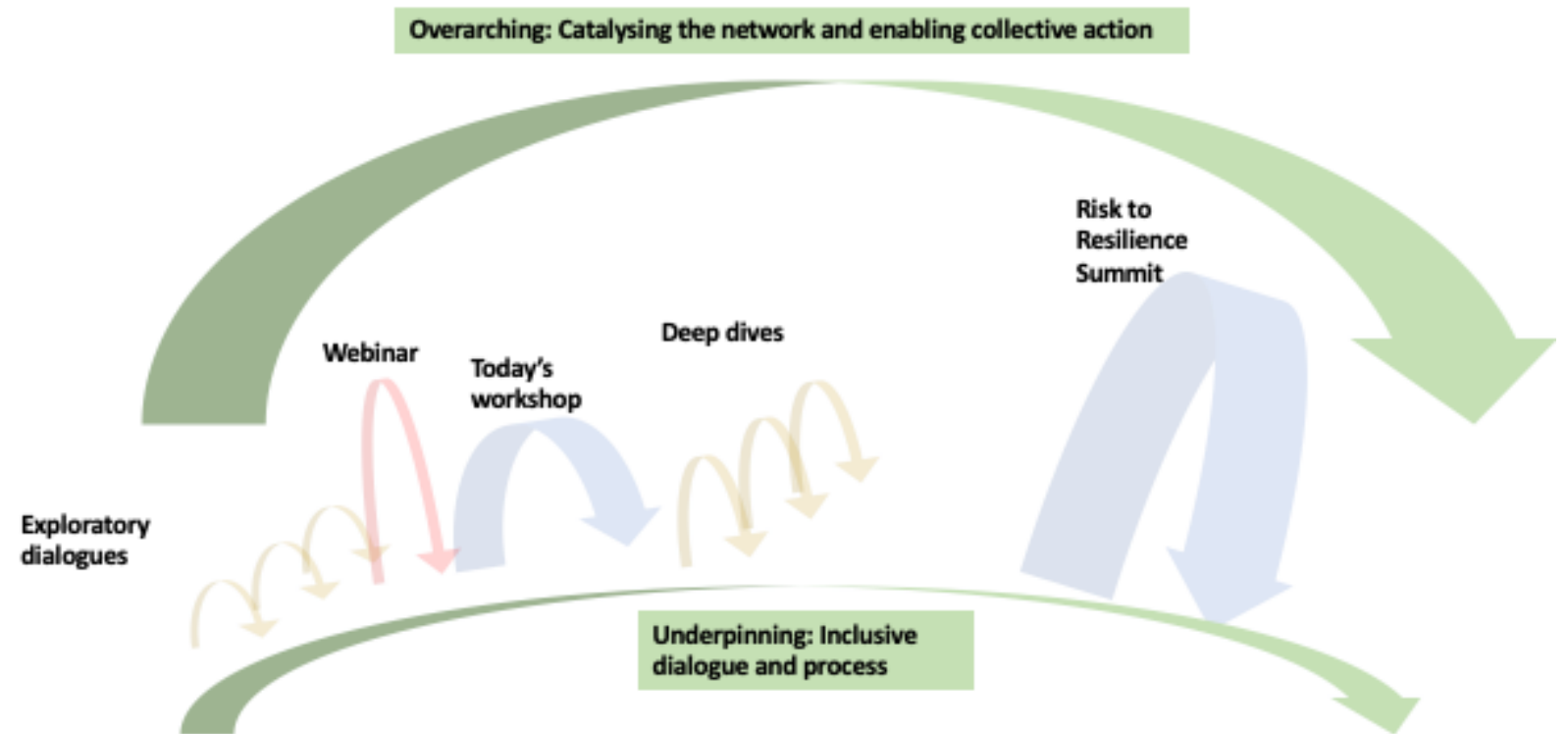
# Session 1: Developing the NAP

The workshop was opened by Jacqui Cristiano, Director, Social and Environment Policy at the National Recovery and Resilience Agency and Amanda Leck, Executive Director, Australian Institute of Disaster Resilience.

Facilitators, Dr Deborah O'Connell (CSIRO) and Sarah Patterson, provided participants with an overview of the process that had been designed to support development of the Second National Action Plan – explaining how each stage in the process will build upon the other with inclusive dialogue, catalysing a network of action and enabling collective action key aspirations for this process.

Participants were then given an opportunity to reflect on their intention for the day and what they needed from each other to do their best work.

In this opening session, we set our goals for the day with the intention-to be bold, learn from history and invite the elephants into the room. We wanted to go beyond listening to genuinely hearing the voices of those in the room and respect and recognise the voices of those who were not in the room. There were no wrong ideas and we wanted to be innovative without constraint from politics and preconceived structures. We wanted to think about what was needed by Australia to move forwards, without the constraints of any one individual policy framework or funding bucket.

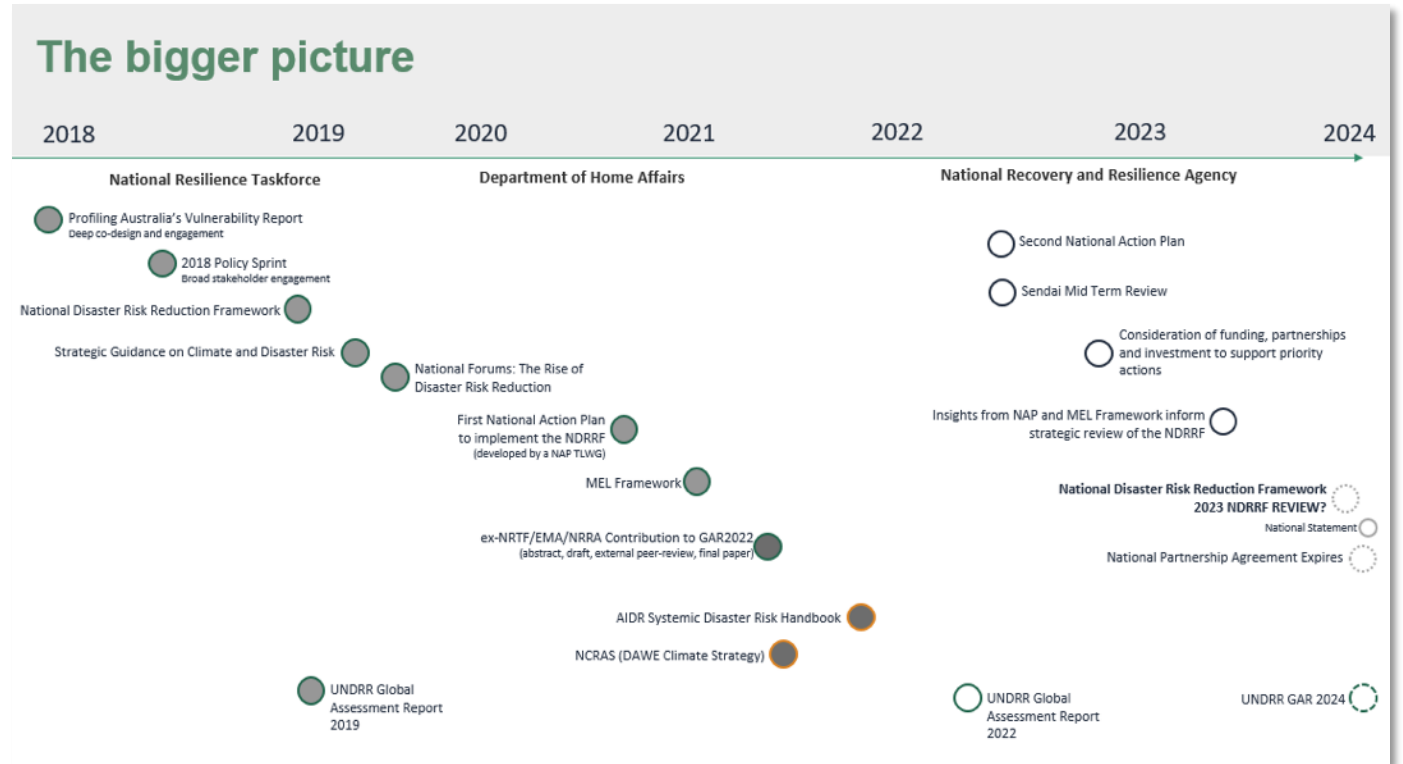


# What we've heard so far

Monica Buchtman, Assistant Director, Social and Environmental Policy Section presented an overview of key themes arising from the online discovery sessions held in the week of 21 March 2022 and webinar on 4 April 2022 in relation to the needs and aspirations for the Second National Action Plan.

When asked about what was surprising, or what resonated, participants reflected on the need for the National Action Plan to:

- Clearly articulate guidance on how to take and implement action with a clear roadmap of how we will get there and what success looks like.
- Enable collaboration and connection across sectors and levels with practical advice on how to work together and clarity on who is accountable.
- Be future-focused and action-oriented with clear priorities for national planning and investment, linked to common outcomes.



# Session 2: Where do we want to be?

Session 2 focused on building a collective vision for achieving disaster risk reduction in Australia. Participants were guided through a multi-stage process designed to create deep conversations with a range of people in developing a series of 'end-state' descriptions focused on three specific time horizons – zooming out first to 2050, then back to 2025 and finally considering where we need to be by 2030. A detailed summary of the results are shown on the following pages. A summary of the high-level themes is below.

## Horizon 1 – 2025 – Alignment

The first horizon described alignment of organisations, work and people to begin coordinating across scales to create the enabling connections needed to catalyse change. Key characteristics of the system included: open and inclusive governance mechanisms, shared responsibility understood across the DRR system, and active implementation of actions.

## Horizon 2 – 2030 – Unity

The next horizon described transformation from alignment to a unified way of working that is connected through aligned effort and cross government collaboration which provides clear direction. Key characteristics of the system included: collaboration and shared responsibility that is mainstreamed across the DRR system, the voices of vulnerable groups are embedded in a respectful and consequential manner, and climate and disaster risk information is mainstreamed into governance mechanisms and decision-making.

## Horizon 3 – 2050 – Realising our vision

The final horizon represented the realised effort of 25-years of sustained and unified work. In this vision, Australia has achieved economic, environmental and social balance where 'doing differently' is the norm. Key characteristics of the system included: national cohesion between public and private sectors, the DRR system is self-sustaining and enforcing, and high-level national capability of risk understanding, response and recovery.



# Horizon 1 – By 2025...

## Overarching Theme: Alignment across the system

### Key characteristics:

1. Open and inclusive governance mechanisms
2. Shared responsibility understood across the DRR system
3. Active implementation of actions

### Inclusive dialogue:

- Ensure the next generation Australians is recognised and equipped to act and become community leaders of the future.
- Develop a shared national vision with embedded Indigenous wisdom.
- Meaningful community-led conversations and agenda setting.
- Action plans continue to involve broad groups to shape and reflect on the next steps (women, indigenous, youth and older).

### Strengthened governance:

- Improved governance with clearly defined roles and responsibilities.
- Consolidated commitment across all sectors to long-term thinking which enables risk-informed decision making, investment and action for DRR and sustainability.
- Open, inclusive conversations across government, community and all sectors of society about risk, how we deal with vulnerability and build resilience.
- Innovative and aligned multi-level government experiments in a de-politicised environment.

### Improved understanding:

- Shared understanding and acknowledgement of plausible risk futures and barriers.
- Improved access to data and shared learnings for all.
- Horizontal and vertical community-based DRR actively builds capability and connections.
- Aligned and clarified effort to reduce climate and disaster risk, through demonstrated good practice, science-policy and community practice networks.

### Implemented action:

- We are actively implementing actions, rather than talking about it.
- Action Plans set out funded, discrete activities and changes for implementation.



# Horizon 2 – By 2030...

## Overarching Theme: Unity to create the final vision

### Key characteristics:

1. Collaboration and shared responsibility is mainstreamed across the DRR system
2. The voices of vulnerable groups are embedded in a respectful and consequential manner
3. Climate and disaster risk information is mainstreamed into governance mechanisms and decision-making

### Inclusive leadership:

- Inclusive leadership has allowed us to implement the right solutions to reduce disaster risk and impact and feel confident for the future.
- Systemic change is prioritised by all boardrooms and public and private networks led through First Nations understandings of culture, spirit and country.
- Cross-sectoral collaboration and integration is our BAU approach to all issues.

### Multi-level governance:

- Multi-level governance with an established place at the decision-making table for all sectors of society.
- Standardised risk assessments embedded into government decision-making.
- Climate adaptation and resilience is mainstreamed into government, sectoral policy-making, systems and practice.
- Nationally established governance mechanisms which are stable, inclusive and empathetic.

### Shared understanding:

- There is a clear interconnected relationship between climate action and risk reduction.
- We have developed a clear strategy which emphasises disaster risk is everyone's responsibility and all sectors of society are actively participating to reduce their risks.
- Nationally, we are not creating new risks and are actively managing – and looking to reduce – our current risks.

### Investment:

- We are living in a circular economy with sufficient private sector investment to support resilient outcomes.
- Business and industry embracing resilience as financial risk issues to be managed and reported on as revenue opportunities.

# Horizon 2 – By 2050...

## Overarching Theme: Realising our vision – sustainable DRR and net zero

### Key characteristics:

1. National cohesion between public and private sectors
2. The DRR system is self-sustaining and enforcing
3. High-level national capability of risk understanding, response and recovery

### DRR is everybody's business:

- All people have equal ability to feel confident about the future and uncertainty / risk and we respect, listen and hear diverse views (i.e. indigenous, women, youth).
- Democratic leadership is culturally equitable and diverse.
- Citizens and shareholders hold governments and businesses accountable for the climate outcomes of their investments – active, informed, citizens/groups capable of mobilising change.
- Cohesion between public and private sectors exists on the national level.

### Sustainable, resilient society and communities:

- Society is economically and environmentally balanced and reflects community values.
- Nationally, communities are self-sustaining, resilient and sustainable.
- Hazardous events are bumps in the road, not car crashes
- Net zero realised and Australian industry solutions thriving.
- We have a society that takes disaster equality seriously – houses are fit for purpose and cities grow in less disaster affected areas.

### Understanding across the whole system:

- Key systemic issues are actively addressed in cross-sectorial fora, such as land-use planning, insurance and environment management.
- Climate and disaster risk considerations are mandated into all decisions, and supported by data and evidence.
- There is a clear, embedded strategy to lift all national capability (risk understanding, response and recovery), irrespective of trigger events.
- We operate under risk informed, inclusive and sustainable decision-making, guided by community need.
- As a nation, we have more sophisticated recovery/pandemic efforts as technology helps us to fight back faster and experiences less harm.
- No DRR Framework required, as DRR is mainstreamed and embedded as daily practice.

# Session 3: Where are we now?

Session 3 had two areas of focus:

## 1. Building a shared understanding of the formal frameworks that already exist across various sectors

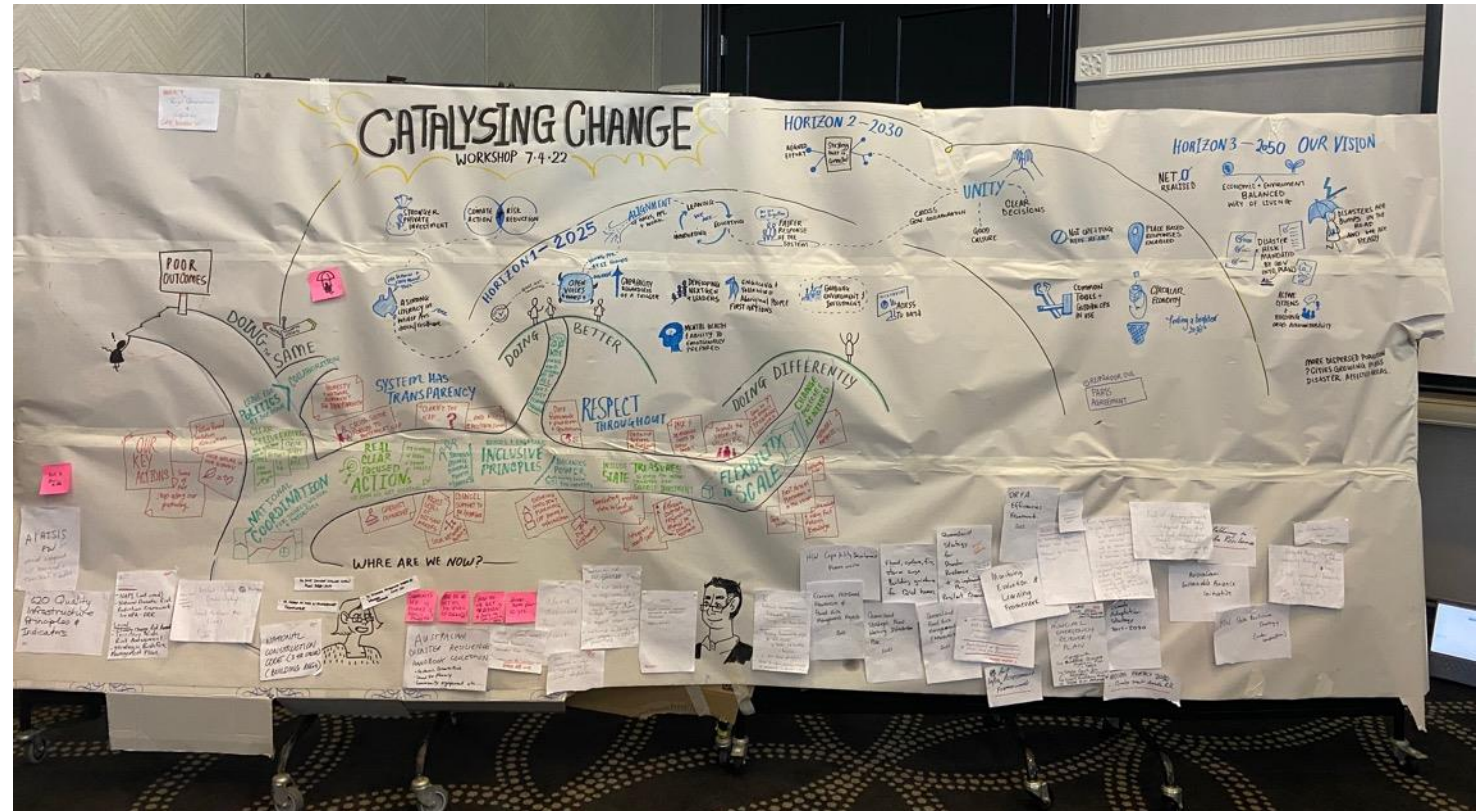
Participants had the opportunity to place their relevant organisational / jurisdictional frameworks onto graphic recording narrative that was being built throughout the workshop. The purpose of this exercise was not to seek harmonisation across those frameworks, but to recognise the range, overlap, connection and need to find common areas to work toward collectively. A list of frameworks captured can be found in **Appendix A**.

## 2. Building a sense of collective ownership of the NAP

Participants were also asked to work in their table groups to consider three questions:

- What 'job of work' do we need the NAP to do?
- Where do we need the NAP to provide an authorising environment in order to act?
- What might be the important principles for guiding us collectively to ensure successful delivery / implementation of the NAP?

The intent of this exercise was to provide participants with an opportunity to shape the process for developing the NAP, and to understand what would be required by the NAP to help change agents deliver on their own organisational goals. A summary of the results from this exercise is provided on the following pages.



# What 'job of work' do we need the NAP to do?

## **Identify and define key issues/priorities for action:**

- Provide inspiration, hope and agency that catalyses action through a bold vision and measurable goals
- Identify sectors who will collaborate on issues/actions
- Set the narrative and appropriate terminology for DRR
- Support cohesion of efforts, enables difficult conversations and embodies reflective learning
- Enable longer term planning by investing in transformative actions

## **Strengthen governance:**

- Articulate the federal role, perspective and commitment
- Provide Australians confidence and security about their future by outlining a clear set of deliverables with State, Territory and Commonwealth Government commitments and funding
- Lift national capacity by provide guidance/principles for community-based risk reduction, and coordination across various actors (government, philanthropic, NPP)
- Be transparent and report to the Australian public on its activities and achievements in reducing risk
- Provide clarity and structure that can support alignment by clearly articulating the role of each tier of government
- Describe the legislative change required at all tiers of government

## **Remove barriers:**

- Integrate across systems to remove barriers
- Clarify expected impact and the value of doing things differently (collaboration, sharing responses etc.)
- Build community-owned initiatives across Australia

## **Advance nature-based solutions as a mainstream DRR action:**

- Stop the declination of climate and disaster risk
- Bring into view low probability high consequences of hazards and risks

## **Enable and empower communities:**

- Create a structure for community representative conversations
- Identify elements of 'Just Society' that apply
- Needs to empower and direct funding towards local government
- Empower businesses and individuals to do what they need to do

## **Champion systemic approaches:**

- Demonstrate what success can look like. Demonstrating what systemic solutions looks like
- Bringing different approaches, actors, interventions to bear on an agreed area of focus
- Clarity on balance between recovery and mitigation activities
- Set the direction of change

# Where do we need the NAP to provide an authorising environment in order to act?

## **Fundamentally, the NAP needs to:**

- Enable difficult conversations
- Adequate resourcing
- Need to remove the 'blame' culture at the initial response
- Leaders get the courage to create environment to do differently
- Prevent new risk
- Creating and testing a new way of working

## **At a jurisdictional level:**

- All sectors to pledge to work together – reach national agreement and catalyse collective action
- Across jurisdictions and systems and agencies etc. “cut through”
- Across agencies, federal, state and local communities
- It needs to empower/enable ALL stakeholders to take action
- Needs State, Territory and Commonwealth Treasuries to understand and endorse strategic as priority/productivity protection

## **From a governance perspective:**

- Describe legal and regulatory needs, but not direct it
- Authoritative voice to drive action - signal others to think and do differently
- Needs to align with existing legislation but also empower legislative change where appropriate
- Separating political will from government leadership
- Changing regulations/legislation
- Ministerial council engagement?
- Open discussion on power and resource redistribution to address inequities

## **At an industry level:**

- National leadership in all sectors, cohesion, imprimatur (where authorising)
- Coordination across government, NFP, business research
- Opening invitation (industry, research, community and government)
- NAP to enable infrastructure/sectoral investment with tools and evidence
- Linking industry and education to be aligned with framework goals

## **Clarify the landscape of frameworks:**

- Is NAP 2 the new premier strategy for Australia?
- Clearly define where the NAP sits among frameworks
- We actually need an authorising environment for NAP 2
- What is the purpose of the NAP – NDRRF only
- Who holds the NAP accountability?
- MEL framework
- Establish governance of NAP 2 - who 'owns' it? Who monitors implementation?

## **Enable funding:**

- Enable allocation of funding and funding authorisation
- Investment decision making and evidence-based provision of support
- Open strategically guided funding streams
- Allocation of resources equitably
- Cabinet, Budget, and NPA funding guidelines, require resilient considerations

## **Break down barriers between 'climate' and 'disaster':**

- Clarify roles and responsibilities in immediate post-disaster response and recovery.

# What might be the important principles for guiding successful delivery / implementation of the NAP?

## Overarching principles:

- Do no harm, people centered decisions, trauma informed, consequence focused
- Embrace uncertainty
- Avoid unintentional consequences
- Strengths based
- Flexibility to scale
- What is an acceptable risk?
- Less is more (focus on significant shifts rather than everything)
- The actions work individually and then combine to create greater benefits

## Inclusion:

- First peoples first!
- Community voice is included in implementation
- Advisory that includes community sector and business
- Community owned/led
- Short distance between community and decision maker
- Local democracy and community led/owned → empowering local government
- Leave no one behind
- Reduce inequity
- Diversity

## Communications:

- Clear marketing and communications strategy for NAP to reach new audiences.
- Communications and coordination between different sectors
- Feedback channels
- Open accessible and communication processes
- Communication, linkage between jurisdiction/sector/individual

## Governance:

- Combine and distill the frameworks to have an aligned approach
- Clarify roles and responsibilities at each level (accountability)
- Holistic thinking, systems thinking
- No perverse incentives
- Bipartisan - leave the politics and egos at the door
- Focus on systemic challenges and solutions
- Targets to enable effective measurement and governance
- Resource and procurement directions
- Define roles and responsibilities of stakeholders delivering against priority areas
- Shift to participatory approaches in investments and programming

## Monitoring and Evaluation:

- Clear plan with milestones, measurements, judge and overarching governance.
- Innovation and learning mindsets
- Evidence based
- Share and learn from our efforts (not 'mistakes')
- Economy/unity of effort
- Don't re-invent existing ones ☑ strengthen them, principles

## Data and information sharing:

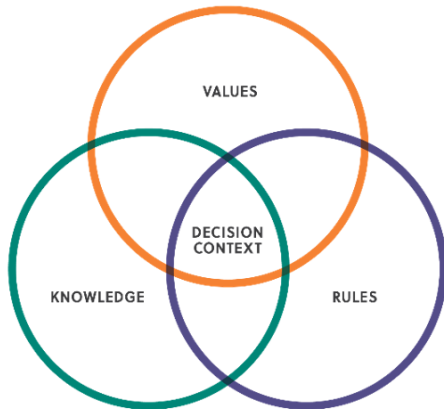
- Shared understanding of key concepts
- Establish risk accessibility and make that happen
- Guided by data and evidence
- Experiences and failure
- Transparency

# Session 4: How do we get there?

In Session 4 participants were actively encouraged to expand their thinking beyond all of the existing frameworks and instead consider the action to focus on as a nation agnostic to those frameworks.

Russell Wise, CSIRO and National Resilience and Recovery Agency provided an overview of the Values, Rules and Knowledge tool and explained how it can be a useful diagnostic for pinpointing actions required at a systems level.

## Values Rules and Knowledge



- **Values** are what we consider important in life. Can be expressed as things, relationships, moral principles, desirable goals, preferences

- **Rules** are

- Rules-in-use (cultural norms, practices, habits)

- Rules-in-form (regulations, laws, business plans)

that provide agreed guidance on how to behave

- **Knowledge** is evidence-based

- Formal (scientific, technical)

- Informal (everyday experience, 'know-how', cultural)

Participants were asked to select a theme of their choice from the following list of emerging 'lead action' thematic areas from the previous Discovery Sessions:

- Authorising environment, leadership, ownership and governance
- Community and local government leadership, capacity, capability, literacy building
- De-risking the built environment (land use planning, infrastructure, waste)
- Engaging the Third Sector (volunteers)
- Climate and disaster risk information (scenario planning, foresight, transfer)
- First Nations knowledge systems and leadership
- Nature-based solutions / emission reductions
- Measuring and qualifying success
- Heatwaves

Participants then worked in groups to answer the following questions:

- What are the key actions we need to focus on as a Nation?
- What will enable us to achieve those actions?
- What barriers or constraints do we need to consider?

The following pages provide a transcription of each thematic area explored.

# Theme 1: First Nations Systems and Leadership

What are the key actions we need to focus on as a Nation?	What will enable us to achieve those actions?	What barriers or constraints do we need to consider?
<p>Relationship Building Leadership Platform First Nations people in the room</p>	<ul style="list-style-type: none"> <li>• Knowledge recognition and implementation of cultural practices</li> <li>• Reforming the engagement processes</li> <li>• Building Supporting First Nations communities with tools, capability and language for leadership</li> <li>• Meeting on appropriate environment/place for the context</li> </ul>	<ul style="list-style-type: none"> <li>• Racial disregard</li> </ul>
<p>Committed investment in collaboration with current First Nations Networks, activist bodies e.g. Seed Mob</p>	<ul style="list-style-type: none"> <li>• Collaboration and co-design maintaining first nations leadership</li> <li>• First nation value principles to be imbedded</li> </ul>	<ul style="list-style-type: none"> <li>• Time Limits, short timeframes do not work</li> </ul>
<p>Recognition of First Nations knowledge – science and environment</p>	<ul style="list-style-type: none"> <li>• Knowledge management inclusive, shared and visibility elevated</li> <li>• Diversity of approach</li> </ul>	<ul style="list-style-type: none"> <li>• Communication Modes</li> <li>• Western focus of research and knowledge prohibits alternative platforms or methods/systems</li> </ul>
<p>Appropriate timeframe for truth telling and collaborative engaged – conversation to lead collective actions This plan to action starting point for relational capacity building</p>	<ul style="list-style-type: none"> <li>• Embedding of First Nation knowledge as guide leader in value, knowledge, and brokerage</li> </ul>	



# Theme 2: Engaging the Third Sector

What are the key actions we need to focus on as a Nation?	What will enable us to achieve those actions?	What barriers or constraints do we need to consider?
Promote the Value of volunteering through a national campaign	<ul style="list-style-type: none"><li>• National campaign (funding, airtime, agreement)</li><li>• Incentivise volunteering (non-monetary)</li></ul>	<ul style="list-style-type: none"><li>• Declining interest</li><li>• Lack of priority action</li></ul>
Develop mechanisms to harness the use of spontaneous volunteers	<ul style="list-style-type: none"><li>• Increasing the value of volunteers</li><li>• Case studies</li></ul>	<ul style="list-style-type: none"><li>• Volunteers in decline – SES training</li></ul>
Reframing corporate social responsibility in the context of disaster risk	<ul style="list-style-type: none"><li>• Case studies</li></ul>	

# Theme 3: De-risking the built environment

What are the key actions we need to focus on as a Nation?	What will enable us to achieve those actions?	What barriers or constraints do we need to consider?
<ul style="list-style-type: none"> <li>Climate scenario modeling available publicly at LGA level so that land use zoning and planning can draw on consistent models.</li> <li>Guidance around how to develop consistent responses to the climate info that can inform decision making regarding land use planning and zoning building, infrastructure informed by agreed risk response approaches.</li> <li>Culture/city narrative regarding risk, acceptable/unacceptable outcomes, and necessary responses from individuals and governments – e.g. Grantham.</li> </ul>	<ul style="list-style-type: none"> <li>Guidance/tools to assess costs/benefits and acceptable risks to facilitate government and community debate re what R.I. needs ot be funded.</li> <li>Incentives to do anticipatory governance.</li> <li>Authority (licence, legitimacy).</li> <li>Digital engineering and climate scenario modelling and maintenance warning hazard, warning LGA asset management and whole of life costing</li> </ul>	
<p>Built environment as a set of systems. Resilience as system- flows eg freight, housing, waste, water.</p>	<ul style="list-style-type: none"> <li>Fundamentally this challenge is about risk governance (need to stop the incentives to create and transfer risks).</li> <li>Standards of performance/reliability of infrastructure/buildings based on city's acceptance.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of independency links across system.</li> </ul>
<p>Build capability to better cope with uncertainty Measure and collate data on costs and effectiveness of intersections</p>	<ul style="list-style-type: none"> <li>Tools for infrastructure, building and industry planners, and approvers to know how to assess and address risk.</li> <li>Prioritise data investment.</li> <li>Knowledge share on successes.</li> <li>Incentive risk-based decision-making.</li> <li>Clarity about where should not be developed.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of significant investment.</li> </ul>

# Theme 4: Community and Local Levels of Government

What are the key actions we need to focus on as a Nation?	What will enable us to achieve those actions?	What barriers or constraints do we need to consider?
<ul style="list-style-type: none"> <li>• Use online tools to measure systemic change, input initiatives (e.g. wicked lab).</li> <li>• Empowering local government – resourcing money, supporting local government decisions.</li> <li>• Shared understanding and narrative.</li> </ul>	<ul style="list-style-type: none"> <li>• Money to councils (sustainable funding model).</li> <li>• Better coordination of money.</li> <li>• Investment into community and collaborative approach.</li> </ul>	<ul style="list-style-type: none"> <li>• System doesn't always respect local decision-making.</li> <li>• Diversity for money for NAP.</li> </ul>
<ul style="list-style-type: none"> <li>• NAP is a living platform beyond one-off events.</li> <li>• Clarify local, state and federal government – who does what?</li> <li>• Engage across states to share best practice in a digital communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Less grants, more ongoing funding.</li> <li>• Embed in the NAP measures of system change &gt; how are individual actions and investments adding up to a process of transformative change?</li> <li>• Place-based approach.</li> <li>• Co-design with young people.</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing and communicating NAP objectives is tricky.</li> </ul>
<ul style="list-style-type: none"> <li>• Regional approaches.</li> <li>• Data sharing/accessible data.</li> <li>• Better engagement with tech ecosystems.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional governance e.g. regional organisations of councils.</li> <li>• Collaboration with tech startups.</li> <li>• Agile and adaptable approaches.</li> </ul>	
<ul style="list-style-type: none"> <li>• Establish a national, community-focused learning network &gt; knowledge sharing, peer support, capability building, influencing.</li> <li>• Nested networks across vertical &amp; horizontal scales.</li> <li>• Invest in local resilience/recovery hubs &gt; connected to regional hubs &gt; connected to national.</li> </ul>	<ul style="list-style-type: none"> <li>• Use of emerging tech startups e.g. Flood map.</li> </ul>	

# Theme 4 continued

What are the key actions we need to focus on as a Nation?	What will enable us to achieve those actions?	What barriers or constraints do we need to consider?
<ul style="list-style-type: none"><li>• Experiment with new funding models to directly invest in community priorities &gt; trial participatory granting.</li><li>• Provide a coordinating and targeting effort (avoid duplication)</li></ul>	<ul style="list-style-type: none"><li>• Coordination needs to be funded and embedded as core business.</li></ul>	<ul style="list-style-type: none"><li>• Agencies not prepared to collaborate.</li></ul>

# Theme 5: Authorising Environment

What are the key actions we need to focus on as a Nation?	What will enable us to achieve those actions?	What barriers or constraints do we need to consider?
<ul style="list-style-type: none"> <li>• Cross-sector steering groups/forum implementation of the NAP – accountability.</li> <li>• Skilled/knowledgeable diverse advisory group.</li> <li>• Community voice included (in decisions).</li> <li>• Indigenous voice included (in decisions).</li> </ul>	<ul style="list-style-type: none"> <li>• An innovative model that is a demonstration for other governance.</li> <li>• Multi-lateral support.</li> </ul>	<ul style="list-style-type: none"> <li>• Is the NAP now bigger than the NDRRF?</li> </ul>
<ul style="list-style-type: none"> <li>• Inclusive decision making.</li> <li>• Create/more to an independent NRRRA.</li> <li>• Enable new and inclusive leadership models.</li> <li>• Demonstrate the quantified reduction in risk/NAP decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Multi levels of engagement and decision making (i.e. individual/household, local, regional, state etc.)</li> <li>• Whole of government buy-in (beyond emergency management).</li> <li>• Cabinet, multi-portfolio support.</li> </ul>	
<ul style="list-style-type: none"> <li>• Whole of society ownership.</li> <li>• Clarify function of NAP.</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed methodologies to measure and reduce risk (e.g. RNI)</li> </ul>	<ul style="list-style-type: none"> <li>• Federation</li> </ul>
<ul style="list-style-type: none"> <li>• Right levels of decision making for the right reasons.</li> <li>• Place based then scale up.</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-level across sector governance.</li> </ul>	

# Theme 6: Measuring and Qualifying Success

What are the key actions we need to focus on as a Nation?	What will enable us to achieve those actions?	What barriers or constraints do we need to consider?
<ul style="list-style-type: none"><li>• Clear framework for measuring risk and resilience.</li><li>• Minimum consistent data.</li></ul>	<ul style="list-style-type: none"><li>• Value and prioritise knowledge management – shared learning and iterating.</li><li>• Transparency about how decisions were made of what to measure i.e. whose values are we measuring.</li><li>• Office of DRR knowledge management (related to AGS or in).</li><li>• Data access and transparency.</li></ul>	

# Questions for the next stage of NAP development

At conclusion of the workshop, participants were asked to leave behind one question that remains unanswered to explore as we progress to the next stage of developing the NAP. The questions are shown below.

## **Hearing from others:**

- How are you going to achieve genuine, diverse engagement with those who are not yet part of this (indigenous and youth voices) - in the compressed timeframe?
- How quickly do you plan to diversify the room?
- How will the NAP be activated in a family home?
- How can we hear directly from disaster affected people?
- How can we engage/support social enterprise in this discussion?
- What would the thoughts of industry be?

## **Further exploration:**

- How can we measure progress and benefits of resilience/DRR?
- Will the scope of the NAP expand?
- Is the NAP and DRR now a subset of a broader agenda including resilience?
- Are we clear on the purpose of the NAP/ relationship to deliver on NDRRF outcomes?
- What will make this NAP more...than other docs?
- We can't harmonise frameworks...working within the soup, what are the commonalities?
- How can the NAP meaningfully guide action to address systemic inequities in community?

## **Impacts of politics:**

- How will politics influence our contributions today?
- Will the NAP be an apolitical or bipartisan plan?
- How do we enable long-term decision making separated from political change?
- How will we get a real action plan through the political machinery?

## **Next steps:**

- How will we be all connected ongoing?
- What is the glue that will keep all this together?
- How are you going to bring all this together?
- Where to from here?
- With such limited resources and so much to do, why significantly review the NDRRF before much action?
- For the content that cannot be included in the NAP - what will happen to that? It's all important.

# Thank you

*The Catalysing Change session held in Sydney on 7 April 2022 was designed not only to provide material for the development of the NAP, but also as a generative process to provide some value to participants by building capability in systems thinking, shared understanding of different perspectives, build common narratives, and to catalyse networks for collective action.*

*We thank you each of you for your time and participation, for sharing your ideas and expertise, and hope that these desired outcomes were achieved through participation in the day, and will welcome ongoing participation throughout the next stages of the dialogue process.*



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