



# National Mitigation Framework Steering Committee

## Meeting Minutes<sup>1</sup>

**Chair:** Mr Mark Crosweller AFSM, Head of the National Resilience Taskforce,  
Department of Home Affairs (Home Affairs)

**Date:** Monday, 7 May and Tuesday 8 May 2018

**Time:** 10:30AM – 4:15PM AEST (Monday)  
9:30AM – 12:45PM AEST (Tuesday)

**Location:** The Westin Melbourne

**Attendees:** Refer Attachment A

Monday 7 May 2018	
Item	Minute details/comments
1.	Welcome and introductions undertaken
Deep Dive Discussion 1: Identifying and prioritising risks - getting to 'that thing there'	
2.	<ul style="list-style-type: none"><li>Chair recapped progress made at the first Steering Committee ('the Committee') meeting on 11 April 2018. Noted that the Committee is looking at what needs to put in place now to mitigate long term risks and to identify what is fundamentally missing, to position the nation for a more sophisticated world, by exploring risk methodologies, investment pathways and data needs. Chair noted:<ul style="list-style-type: none"><li>It's essential to strategise for the next 30 years and consider what is the role of the Committee, on this cross cutting government issue.</li><li>There is a need to establish a threshold for how to make the top five things the business of government.</li></ul></li></ul>

<sup>1</sup> These minutes only capture the key points raised and are not a record of all of the conversation during the meeting.

Item	Minute details/comments
	<ul style="list-style-type: none"> <li>○ Data provision opens up possibilities to identify top five things for critical infrastructure &amp; mitigation.</li> <li>○ Some states might not need to direct as much resources because they have a lower risk profile.</li> </ul> <p>Chair posed the following questions to generate discussion:</p> <ul style="list-style-type: none"> <li>• <i>What methods are currently used to identify 'that thing there' on the landscape that needs to be addressed to reduce disaster risk?</i></li> <li>• <i>How are these prioritised?</i></li> <li>• <i>What is good about these methods? Are there any limits?</i></li> <li>• <i>What would the Framework need to achieve in relation to identifying and prioritising risk to be relevant and successful?</i></li> </ul> <ul style="list-style-type: none"> <li>• Below are some examples from the discussion about good work currently being done in each of the jurisdictions.</li> <li>• <b>Tas</b> has funding for LIDAR mapping.</li> <li>• <b>SA</b> has a State Wide Risk Assessment and departments plan for catastrophic events including Earthquakes. The state has experience responding to the 'South Australian Blackout'. SA notes that some scales are misleading for the public e.g. Ash Wednesday fires were a 1 in 300 year event but that doesn't mean it will be another 300 years before an event of that scale occurs again and departments plan for catastrophic fire events.</li> <li>• <b>NT</b> controls land-use planning, so NT can influence planning with risk information.</li> <li>• <b>Qld</b> is developing broader inroads across the state to understand systems connectivity and up and downstream effects throughout a region. QRA takes a community rather than just hazard focus looking at regions and connections. Qld has a roadshow to local government that showcase 1 to 2 full range hazards from beginning to end. Qld established a cross agency agreement with endorsement of Premier &amp; ministers. The jurisdiction is moving towards open source data, still there is a challenge in explaining what that means. Qld is learning from NSW's work on critical infrastructure and WA's work in regards to wind.</li> <li>• <b>NSW</b> has developed a Critical Infrastructure Strategy that considers the downstream effects not just the resilience of the asset (note the cross dependency initiative (XDI) looking at the connections between water, infrastructure and power, etc). NSW is trialling the Qld methodology to identify local government community capability.</li> <li>• <b>Vic</b> has a Climate Adaptation Plan which relies on local governments, communities and individuals taking responsibility. It covers a range of areas including emergency management. It links to the international sphere but there is a noticeable gap linking it to the national level. Vic is different to all other jurisdiction ie, all utilities are centrally managed. Multiple reviews following extreme events led to changes in legislation. Strong legislation means that there is a lot of data for flood mapping. There is a flood overlay into building codes. The bushfire and erosion layer is centrally managed.</li> <li>• <b>ACT</b> has a focus on geospatial information and has mapped bushfire risk by applying Australian standard 395. Application of such standards increase the safety of city. ACT has also established tools to assist with cost benefit analysis. ACT has a strong climate adaptation plan.</li> <li>• <b>WA</b> has done good work with wind modelling and engaged Geoscience Australia to address earthquake risk in high risk areas such as York where buildings are required by the Australian Building Code to comply with AS 1170.4-2007 Structural design actions - Earthquake actions in Australia.</li> </ul>

Item	Minute details/comments
	<ul style="list-style-type: none"> <li>Below are summary points from the discussion about what the Framework would need to achieve in relation to identifying and prioritising risk to be relevant and successful.</li> <li>There was no short answer to what committee members would want to see in a Framework. However, it was mentioned that it should identify the following common touch points: <ul style="list-style-type: none"> <li>identifying vulnerability</li> <li>identifying risks</li> <li>financial aspects.</li> </ul> </li> </ul> <p><u>Methodology</u></p> <ul style="list-style-type: none"> <li>Identify what is there in the built environment as a first step prior to follow up questions regarding investments (Qld).</li> <li>Map at the regional scale given infrastructure provides connectivity and is important for movement of people and goods and services (Qld).</li> <li>The Framework should address (NSW): <ul style="list-style-type: none"> <li>Catastrophic risk &amp; capabilities</li> <li>Identify genuinely national risk not just jurisdictional</li> <li>Identify networks and connections.</li> </ul> </li> <li>It would be good to take stock of what National Emergency Risk Assessment Guidelines (NERAG) does well; and how each jurisdiction has applied the risk methodology. There needs to be consistency at the local level (NSW).</li> <li>Create a shared understanding of the function of critical infrastructure across the state (Vic).</li> <li>Move discussion from risk to consequences (Vic).</li> <li>Take an all hazards approach/ focus on consequence to catch more of the identified 22 Critical Infrastructure; noting only 8 relate to natural hazards (Vic).</li> <li>Critical Infrastructure is the hook for industry because it influences their ability to bounce back after an event and her services back up (Vic).</li> <li>Supply chains need to be considered and more in-depth analysis done on resilience (Vic).</li> <li>Recommends developing a resilience Framework that moves beyond risks and hazards to the stresses in society, for example, ageing, economy, health (Vic).</li> <li>Learnings from black Saturday include that some towns are more resilient than others, knowing the challenges before and after the event allows effective responses (Vic).</li> </ul> <p><u>Data</u></p> <ul style="list-style-type: none"> <li>Predictive analytic capability about what the impact of an event will be and a means of translating that to the community about what it means for them (Qld).</li> <li>Help society get a better understanding of what is there ie via a disaster risk platform (Qld &amp; BoM).</li> <li>Ensure fit for purpose flood modelling (Qld).</li> <li>Consumer focused, what are the questions that officials, businesses and individuals are asking (this can relate to information about a particular house/ asset) (ACT)?</li> <li>Consider how to build up common understanding of risks &amp; trust in data (Vic).</li> <li>Create a a shared understanding of data with community (Vic).</li> </ul>



Item	Minute details/comments
	<p><u>Stakeholder engagement and governance</u></p> <ul style="list-style-type: none"> <li>A cross government approach to involvement is needed (planners, natural resource managers and Treasury should be involved not just the emergency management sector and engineers). A more holistic approach should underpin the principles (Qld).</li> <li>All jurisdictions should understand what whole of government priorities are and who is responsible for what aspects (Vic).</li> <li>There is a need for a shift from each agency having its own budget bids to whole of government priorities to land states top five priorities and adequate funding (Vic, Tas, etc).</li> <li>NSW notes that there may be existing regulatory powers that are being under-utilised. Mapping regulatory powers could generate insights into what powers currently exist and what the differences/ similarities are between jurisdictions to build up a national picture.</li> </ul> <p><u>Financial aspects</u></p> <ul style="list-style-type: none"> <li>Decision makers need to know what the dollar value of mitigation and resilience activities are so that they can make informed tradeoffs and generate the political capital needed to take people on the journey (Qld).</li> <li>It's important to have a mechanism to measure avoidance costs because it's hard sell to reform without some estimation of the costs being saved (NSW).</li> </ul> <p><i>Is it accepted that there is a need to take into account climate risk? Is that premise contested?</i></p> <ul style="list-style-type: none"> <li>The Chair noted that there is a question around how to interpret climate risk; what methodology to use and how to apply it for an emergent possibility. Responses included:             <ul style="list-style-type: none"> <li>There is a general acceptance of the need to consider climate risk but there is not an accepted way of costing it (WA)</li> <li>Associated failures are not always identified, for example, critical infrastructure failure (NSW)</li> <li>For the Framework to be legitimate it needs to address climate change (DoEE).</li> </ul> </li> </ul>
<b>Deep Dive Discussion 2: Investment Pathways</b>	
	<p>This session:</p> <ul style="list-style-type: none"> <li>Focused on understanding and exploring pathways to finance/ fund the highest priority risks (that is, specific projects and assets identified through the methods discussed in session 1)</li> <li>Commenced with a Presentation by Professor Tom Kompas Crawford School of Public Policy, ANU, Director of the Australian Centre for Biosecurity and Environmental Economics (ACBEE) (and Chief Investigator, Centre of Excellence for Biosecurity Risk Analysis (CEBRA) University of Melbourne).</li> <li>Chair noted that the private and public sector are keen to partner. There is a need to move from rhetoric to real action for better pathways for investment and specifics. Questions remain:             <ul style="list-style-type: none"> <li>Where do opportunities exist?</li> <li>How do you design those pathways?</li> </ul> </li> <li>Chair noted that the community values not just economic value but also social value posed the following questions:             <ul style="list-style-type: none"> <li><i>What programs are currently being delivered?</i></li> <li><i>What innovative financing options are being used?</i></li> </ul> </li> </ul>

Item	Minute details/comments
	<ul style="list-style-type: none"> <li>• <i>What would the Framework need to include around investment pathways to be relevant and successful?</i></li> <li>• <i>What could each jurisdiction bring to the table to deliver that?</i></li> </ul> <p><b>BoM</b></p> <ul style="list-style-type: none"> <li>• The coastline is where a lot of assets are and sea level rise will affect those assets, impacting their value. Adaptation is needed.</li> </ul> <p><b>IPFA</b></p> <ul style="list-style-type: none"> <li>• The Infrastructure and Project Financing Agency (IPFA) is within the Prime Minister's portfolio to assist the Government to identify, assess and broker financing opportunities for infrastructure projects. IPFA provides options on funding and financing/ projects that would deliver a benefit to nation 20-30 years. For example, the Snowy 2.0/ project.</li> <li>• Public outcomes can be achieved through operating Commonwealth loans and equities. However, benefits need to be articulated, for example, if there is a opportunity for savings or revenue raising then there is a case to partner to make changes that could lead to mitigation outcomes.</li> <li>• Cost benefit analysis is the language of investment – there needs to be a capability to quantify benefits.</li> </ul> <p><b>Vic</b></p> <ul style="list-style-type: none"> <li>• There is mitigation at all different levels. There is a lot of work that is invested in that is currently not appreciated as mitigation. We need to map and understand those impacts - that is missing data. We need principles to measure those things against. The Chair agreed and noted that desktop audits are one way to take stock of this.</li> </ul> <p>The Committee Agreed to work with Professor Kompas to develop value capture models.</p>

Tuesday 8 May	
Item	Minute details/comments
1.	<p>Welcome</p> <p>Ms s. 22(1)(a)(ii), Home Affairs, facilitated this session and asked the following questions:</p> <ul style="list-style-type: none"> <li>• <i>What would a National Disaster Risk Information Platform and Knowledge Brokering Capability need to achieve from states and territories perspective for it to be relevant and successful?</i></li> <li>• <i>What can your State/Territory bring to the table to deliver a successful National Disaster Risk Information Platform and Knowledge Brokering Capability?</i></li> </ul> <p>Home Affairs, Enterprise Architect, provided a summary of the previous days conversations as they related to this session (<b>Attachment B</b>). Below are notes of the discussion.</p> <p>The Committee made the following recommendations:</p> <ul style="list-style-type: none"> <li>• The model should represent policy as part of a cycle (Qld).</li> <li>• Local knowledge needs to be integrated for proposals to be accepted (Qld, SA, CSIRO).</li> <li>• The national disaster risk information capability should be focus on consumers (at the lowest level ie local governments (NSW)) and tailor an offering to them (Vic).</li> <li>• The States agreed to provide the Commonwealth with a list of key consumers.</li> <li>• CSIRO suggested that the systems and rules consumers operate in should be documented. CSIRO suggested adding a slide on decisions people make and drill into those.</li> <li>• Iterative testing of user needs is necessary in the design process (Department of Environment and Energy).</li> <li>• The Chair noted that information assists consumers to get ahead of the inevitable to inform mitigation before events and there is likely value in repeating system mapping and the information use process every 3-4 yrs (as the state of knowledge changes) to identify: <ul style="list-style-type: none"> <li>○ stakeholder needs</li> <li>○ emergent risks</li> <li>○ the state of the science (what's published)</li> <li>○ recommendations made to update, capabilities, policies and if necessary laws (e.g. planning Frameworks, data standards, etc).</li> </ul> </li> <li>• The Taskforce is aware that Commonwealth agencies, i.e. BoM and CSIRO are receiving requests to provide advice about climate risks. The Taskforce also heard anecdotal accounts that various consultants have provided advice to clients, including government, using inconsistent methodologies, in some instances providing products that are not fit for purpose.</li> <li>• Chair agreed that work needs to be done to identify what is a 'national decision', including: <ul style="list-style-type: none"> <li>○ identifying agencies</li> <li>○ what decisions they make</li> <li>○ what data they hold</li> <li>○ how they enliven state and local government decision-making.</li> </ul> </li> <li>• Chair agreed with states that identification of risk and stakeholder needs may need to be separated out to feed back into data needs. Notions of value and loss are subjective at the</li> </ul>



Item	Minute details/comments
	<p>individual level and includes economic and non-economic loss. Notions of likelihood and probability are not necessarily lenses used by individuals. As systems degrade overtime the burden shifts towards the individual.</p> <ul style="list-style-type: none"> <li>• Vic said the Taskforce's information capability project is like 'eating an elephant'. Home Affairs Enterprise Architect relayed that there are existing examples of 'eating elephants' which include mechanisms to both keep states data separate whilst also facilitating it to be brought together with Commonwealth data in particular circumstances, for particular purposes.</li> <li>• The Australian Government Response to the Productivity Commission Inquiry report into Data Availability and Use was mentioned (see the Department of Prime Minister and Cabinet's website). The Taskforce is considering the Government Response.</li> <li>• Chair advised that the Taskforce has been monitoring discussion about the evolving obligations on directors of companies, as well as all levels of governments, to consider climate risks. For example, the Australian Prudential Regulation Authority (APRA) declaring climate risks a foreseeable risk and the emphasis on stress testing for organisational and systematic resilience in the face of adverse shocks.</li> </ul>
	<p><b>Governance</b></p>
	<p><u>Steps Until Policy Sprint 26-28 June 2018 ('Policy Sprint')</u></p> <ul style="list-style-type: none"> <li>• s. 47F(1) [redacted], KPMG, dialed in and set out plans for the Policy Sprint that KPMG will be running for the Taskforce on 26-28 June 2018 in Melbourne (location tbc)</li> <li>• This large forum event has been chosen because the issues to be discussed are complex (there is a diversity of stakeholder views and different rationales and political interests), invitees are being asked to identify problems and solutions and to agree that the problem needs to be addressed with urgency.             <ul style="list-style-type: none"> <li>○ Invitees will total ~ 80-120 people. Individuals are expected to attend all three days and be people with authority to speak on behalf of their organisations, sectors, etc. There will be a cross section of decision makers from the NGO, private and government sector (including Treasury and land use planners).</li> </ul> </li> <li>• Day 1 will be dedicated to building up collective knowledge and identifying challenges therefore subject matter experts can be invited to present.</li> <li>• Day 2 will be identifying options for the designing the Framework.</li> <li>• Day 3 will be developing the Framework.</li> </ul> <p><u>Nominations for the Design Team</u></p> <ul style="list-style-type: none"> <li>• The Design Team can work remotely and will meet weekly by video for 4 weeks commencing in June. It will prepare for the Policy Sprint, agree work flow and make decisions about content.</li> </ul> <p><u>Engaging with stakeholders</u></p> <ul style="list-style-type: none"> <li>• The Taskforce will refine and circulate a discussion paper in advance of the three day Policy Sprint at end of June 2018 and will refine a statement on what the Taskforce is trying to achieve.             <ul style="list-style-type: none"> <li>○ For the mitigation Framework it will canvas:                 <ul style="list-style-type: none"> <li>▪ definitions of 'mitigation' and 'resilience'</li> </ul> </li> </ul> </li> </ul>

Item	Minute details/comments
	<ul style="list-style-type: none"> <li>▪ the aim of getting more specific to 'that thing there' in the landscape that needs to be invested in and/or addressed, noting state and territory risk assessments</li> <li>▪ a process for getting 'mitigation' and 'resilience' principles for the public and private sector.</li> <li>○ For the knowledge platform it will canvas: <ul style="list-style-type: none"> <li>▪ a fuller picture of what the problem is</li> <li>▪ the possibility of establishing program groups and initiatives to move forwards on issues.</li> </ul> </li> </ul> <p><u>Stakeholder engagement</u></p> <ul style="list-style-type: none"> <li>• States made the following points about stakeholder engagement: <ul style="list-style-type: none"> <li>○ Simple messaging should be used to convey what the Committee wants to do to all levels of government e.g. local governments. Messaging needs to be simple to achieve genuine co-design with local governments.</li> <li>○ If state and federal government shift their way of looking at issues to defining the problem – they should consider that local governments who are resource constrained may be fear struck.</li> <li>○ Stakeholders will invent Commonwealth and state intent if it is not articulated.</li> <li>○ Politicians may be concerned that the Framework is a rational process being applied to subjective government processes.</li> </ul> </li> </ul>
	<b>Next meeting</b>
	<ul style="list-style-type: none"> <li>○ Business around governance and pathways to approval</li> </ul>

## Action Items

Action	Status
<b>National Resilience Taskforce</b>	
• Taskforce to advise date for next Committee meeting.	
• Provide Committee members with a copy of the Enterprise Architect's slides as put up for discussion at the Committee meeting on 8 May 2018 with a version number, noting the document represent a single point in time and the Taskforce is collecting stakeholder's needs iteratively.	Done
• Circulate the Design Teams discussion paper ahead of the three day Policy Sprint in June 2018.	
• HA, Enterprise Architects to continue identification of stakeholder needs and clear value propositions/ value stakeholders are seeking (e.g. local governments). Will prepare a report back to Committee, identifying focal areas to tackle.	
<b>June</b>	Prospective dates



Action	Status
<ul style="list-style-type: none"> <li>Policy Sprint 26-28 June 2018</li> <li>Draft proposal/ blueprint for the Framework</li> </ul>	
<b>States</b>	
<ul style="list-style-type: none"> <li>Attend the Policy Sprint</li> </ul>	
<ul style="list-style-type: none"> <li>Provide the Taskforce with names and contacts of the top information consumer's and their priorities so that the Taskforce can engage with them on the disaster risk information capability</li> </ul>	
<ul style="list-style-type: none"> <li>Identify authorizing environment for the disaster risk information capability (tying the work into legislation and policy pathways)</li> </ul>	



Unclassified

## National Mitigation Framework Steering Committee Meeting

### Attendance List

**Date:** Monday, 7 May 2018 to Tuesday, 8 May 2018

**Time:** Monday, 7 May 2018 10:30am– 4:15pm  
Tuesday, 8 May 2018 9:30pm - 12:45pm

**Location:** Westin Room III, The Westin Melbourne, 205 Collins Street, Melbourne, VIC 3000

**Teleconference details:** P s. 22(1)(a)(ii) Moderator passcode: s. 22(1)(a)(ii) Participant passcode: s. 22(1)(a)(ii)

**Dial-in participants:** s. 22(1)(a)(ii), Senior Adviser, Strategic Policy & Planning Division, Department of Home Affairs - Contact: s. 22(1)(a)(ii)

Office of Emergency Management, New South Wales and Department of the Premier and Cabinet, New South Wales colleagues will dial-in also – list of participants is yet to be confirmed

**Note:** the following participants will be dialing in at 1:30pm for the “Deep Dive Discussion 2: Investment Pathways” on Monday 7 May 2018

s. 47F(1), Executive General Manager, Shared Value, Insurance Australia Group

s. 47F(1), Manager, Shared Value Innovation, Insurance Australia Group

s. 47F(1), Manager, Shared Value Strategy and Projects, Insurance Australia Group

Contact: s. 47F(1)

#### Dialing-in on day 2

**Tuesday 8 -** s. 22(1)(a)(ii), Principal Policy Officer, Justice and Community Safety Branch, Department of the Premier and Cabinet - Contact: s. 22(1)(a)(ii)

Name	Position	Organisation
<b>Members</b>		
<b>Commonwealth</b>		
<b>Mark Crosweller AFSM</b>	First Assistant Secretary, National Resilience Taskforce	Department of Home Affairs
<b>New South Wales</b>		
s. 22(1)(a)(ii)	Executive Director, Office of Emergency Management	Department of Justice
s. 22(1)(a)(ii) (proxy for s. 22(1)(a)(ii))	Senior Policy Officer, Justice and Community Safety Branch	Department of the Premier and Cabinet
<b>Victoria</b>		
s. 22(1)(a)(ii)	Acting Director, Community Security and Emergency Management Branch	Department of the Premier and Cabinet
s. 22(1)(a)(ii)	General Manager, Emergency Management Risk and Resilience	Emergency Management Victoria
s. 22(1)(a)(ii)	General Manager, Emergency Management Risk and Resilience	Emergency Management Victoria
<b>Queensland</b>		
<b>Deputy Commissioner</b> s. 22(1)(a) (proxy for Commissioner Katanna Carroll)	Deputy Commissioner	Queensland Fire and Emergency Services
s. 22(1)(a)(ii)	Director, Social Policy	Department of the Premier and Cabinet
<b>Brendan Moon</b>	Chief Executive Officer	Queensland Reconstruction Authority
<b>South Australia</b>		
s. 22(1)(a)(ii) (proxy for Malcolm Jackman)	Manager, Emergency Management Office	South Australia Fire and Emergency Services Commission (SAFECOM)
s. 22(1)(a)(ii)	Director, Security and Emergency Management	Department of the Premier and Cabinet



Name	Position	Organisation
<b>Western Australia</b>		
s. 22(1)(a)(ii)	Deputy Commissioner, Strategy and Emergency Management	Department of Fire and Emergency Services
<b>Tasmania</b>		
s. 22(1)(a)(ii)	Assistant Director, Emergency Management, State Emergency Service	Department of Police, Fire and Emergency Management
<b>Northern Territory</b>		
David Willing	Executive Director, Security and Government Services	Department of the Chief Minister
s. 22(1)(a)(ii) (proxy for Jason Collins)	Acting Director	Northern Territory Police, Fire, and Emergency Services
<b>Australian Capital Territory</b>		
Commissioner Dominic Lane	Commissioner	ACT Emergency Services Agency
David Pryce	Deputy Director-General, Community Safety	Justice and Community Safety Directorate
<b>Australian Local Government Association</b>		
Adrian Beresford-Wylie Note: Adrian will not be attending day 2 (8 May 2018)	Chief Executive	Australian Local Government Association

Name	Position	Organisation
<b>Presenters</b>		
<b>Professor Tom Kompas</b>	Director	Australian Centre for Biosecurity and Environmental Economics (ACBEE), University of Melbourne
	Chief Investigator	Centre of Excellence for Biosecurity Risk Analysis (CEBRA), University of Melbourne
	Professor	Asia and the Pacific Policy Studies, Crawford School, Australian National University
<b>s. 22(1)(a)(ii)</b>	Enterprise Architect, Strategy, Architecture and Innovation	Department of Home Affairs
<b>Observers</b>		
<b>s. 22(1)(a)(ii)</b> (observer for <b>s. 22(1)(a)(ii)</b> )	Director, Emergency Management Capability and Planning	Department of Justice, New South Wales
<b>s. 22(1)(a)(ii)</b> (observer for Commissioner Katarina Carroll)	Director, Community Resilience and Risk Mitigation	Queensland Fire and Emergency Services
<b>s. 22(1)(a)(ii)</b>	Director, Performance Reporting and Planning Branch	Infrastructure and Project Financing Agency
<b>s. 22(1)(a)(ii)</b> Note: Attending at 12:00pm Monday 7 May	Senior Climate Change Policy Officer, Mitigation and Climate Science Policy, Climate Change Policy Branch	Department of Environment and Energy
<b>Dr David Jones</b>	Manager, Climate Monitoring and Prediction Services	Bureau of Meteorology
<b>s. 22(1)(a)(ii)</b>	Senior Sustainability Economist / Team Leader	CSIRO
<b>Leesa Carson</b>	Branch Head, Community Safety Branch	Geoscience Australia
<b>Shoni Maguire</b>	National Manager, Disaster Mitigation Policy	Bureau of Meteorology
<b>s. 22(1)(a)(ii)</b>	Director, National Resilience Taskforce	Department of Home Affairs
<b>s. 22(1)(a)(ii)</b>	Director, National Resilience Taskforce	Department of Home Affairs

Name	Position	Organisation
s. 22(1)(a)(ii)	Assistant Director, National Resilience Taskforce	Department of Home Affairs
s. 22(1)(a)(ii)	Acting Assistant Director, National Resilience Taskforce	Department of Home Affairs
s. 22(1)(a)(ii)	Policy Officer, National Resilience Taskforce	Department of Home Affairs

Apologies		
Members/Advisers/Observers	Position	Organisation
Luke Brown	Acting Assistant Secretary, Disaster Resilience Strategy Branch	Department of Home Affairs
Kylie Bryant	First Assistant Secretary, National Security and International Policy Group	Department of the Prime Minister and Cabinet, Commonwealth
Trevor Jones	Assistant Secretary, Home Affairs Branch, National Security Division	Department of the Prime Minister and Cabinet, Commonwealth
s. 22(1)(a)(ii)	Senior Adviser, Home Affairs Branch, National Security Division	Department of the Prime Minister and Cabinet, Commonwealth
s. 22(1)(a)(ii)	Director, Justice and Community Safety	Department of the Premier and Cabinet, New South Wales
Deputy Commissioner Jeffrey Loy (proxy for Commissioner Burn)	Deputy Commissioner, SEOCON	NSW Police Force
Acting Deputy Commissioner s. 22(1)(a)(ii) (proxy for Deputy Commissioner Loy)	Acting Deputy Commissioner, Metropolitan Field Operations (A/SEOCON)	NSW Police Force
Commissioner Katarina Carroll	Commissioner	Queensland Fire and Emergency Services
Rebecca McGarrity	Executive Director, Social Policy	Department of the Premier and Cabinet, Queensland
Malcolm Jackman	Chief Executive	South Australia Fire and Emergency Services Commission (SAFECOM)
Jason Collins	Director, Office of Security and Emergency Management	Northern Territory Police, Fire, and Emergency Services
s. 22(1)(a)(ii) (proxy for Jason Collins)	Acting Director, Office of Security and Emergency Management	Department of the Premier and Cabinet, Tasmania

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<b>Simon Roberts</b>	<b>Director, Office of Security and Emergency Management</b>	<b>Department of the Premier and Cabinet , Tasmania</b>
<b>Jeremi Moule</b>	Acting Deputy Secretary, Governance Policy and Coordination	Department of the Premier and Cabinet, Victoria
<b>s. 22(1)(a)(ii)</b>	Director, Strategy and Investment	Emergency Management Victoria
<b>Dr David Walland</b>	Head Major Projects, National Forecast Services	Bureau of Meteorology

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# **National Risk Reduction Framework – Policy Sprint outcomes**

**Day 3 Read-out Report**

**Policy Sprint, 26-28 June 2018**

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# Overview

This document provides the transcribed initiatives and workings proposed by participants on the final day of the National Risk Reduction Framework Policy Sprint, held from 26-28 July 2018 in Melbourne. It is not the National Risk Reduction Framework. It serves to capture the raw and un-analysed data from the Policy Sprint on which the Framework can be discussed and built. Initiatives have been categorised into six preliminary themes: Culture; Information and Data Sharing; Legislation; Innovation; Economy and Financing; and Education.

# Vision

In Australia, we understand; are empowered; and, supported to reduce our risk from Natural Disasters.

# Principles

1. Investing in resilience  
*We invest in resilience to reduce vulnerability*
2. Shared and Defined Responsibilities  
*We have shared, but defined, responsibilities with clear management of risk*
3. Risk Informed  
*We work to understand and make risk-informed decisions*
4. Diversity  
*We connect with diverse stakeholders for inclusive decision-making and solutions*
5. Leadership and Governance  
*We make courageous decisions through strong leadership and governance*
6. Innovation and Learning  
*We are continuously learning to improve practices and share our lessons, data and knowledge widely*

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# Initiatives

## Culture

### Initiative 1: Education for a Resilient Society

#### What

Embed Resilience / Disaster Risk Reduction in curriculum at a variety of levels, from primary schools to graduate education programs.

#### Why (Purpose)

Education will support a deep enduring cultural shift.

#### Value / Benefit

Education will support a deep enduring cultural shift.

#### How (Approach)

7. Determine curriculum – drawing on many international and national models
8. Adapt for Australian culture / circumstance
9. Reinforce with disaster management and / or community disaster “drills” / public service announcements, and
10. Timing could be linked to International Disaster Reduction Day.

#### Who is involved

- Educational Institutions
- School Boards, and
- Commonwealth.

#### Owner

Education Departments and DMAs

### Initiative 2: “Resilient Australia” campaign

#### What

A national campaign to build awareness and promote Resilience action. This initiative will sell the economic and quality of life benefits associated with Resilience using a positive message.

#### Why (Purpose)

Assist with a material and long-term shift, a new ‘social norm’ around Risk Reduction and Resilience.

#### Value / Benefit

Make 10 million people resilient.

#### How (Approach)

- Social media
- Mainstream media

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- Overarching federal message with ability of states and territories to tailor
- Reach indigenous communities
- Remote communities, and
- Other communities (English as a Second Language / Culturally and Linguistically Diverse Communities).

### Guidance / advice on how to move forward

- Targeted (localised)
- Use “role model”/change leaders
- Research on what makes Australians “tick”, and
- Differences across communities

### Who is involved

- Federal Government
- States and Territories
- Business involvement and support
- Education and community groups, and
- Not-for-Profit Sector.

### Owner

- Commonwealth Government

## Initiative 3: Develop a Resilience Scorecard

### What

Development of a mechanism to assess the degree of change in Resilience across entities, communities, sectors and geographies.

### Why (Purpose)

To recognise achievement / progress; and, to identify, target and prioritise action in areas requiring remediation (through action and / or investment).

### Value / Benefit

Focus Resilience-building activity.

### How (Approach)

Share success to drive learning and change.

### Who is involved

- Individual
- Local government and business
- State, and
- National.

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### Initiative 4: National Disaster Risk Reduction Body

#### What

Establish a standing, representative organisation as a custodian of Disaster Risk Reduction.

#### Why (Purpose)

To advocate for, co-ordinate and – in some situations – administer National Disaster Risk Reduction activities.

#### Value / Benefit

An ongoing dialogue for Disaster Risk Reduction with influence in critical policy spheres (Commonwealth, State, Local Government); sectors; and, communities.

#### How (Approach)

Establish Terms of Reference, including

- Vision
- Objectives
- Scope
- Operating Principles, and
- Membership.

#### Guidance / advice on how to move forward

- Terms of reference must:
  - Consider Sendai
  - Not be limited to Emergency Management
  - Address holistic Resilience and national Disaster Risk Reduction
  - Enable initiative delivery at national, state and local level
- Composition should include local, state and commonwealth government
- The creation of an enabling environment will be key to the success of the body
- Remit and focus should be to support the nation's transition from incremental progress to transformative change
- This body should manage and oversee a centralised repository for knowledge / data, and key sector / industry networks
- The body must be supported by a mixture of permanent roles, issue / theme-based temporary teams and experts as required
- The body should be a centre for innovation and collaboration, and seek to embed these across industries and sectors
- This body should act as the ultimate co-ordinator and driver for the delivery of this framework
- Good to embed principles in ongoing/existing structures
- Key roles and responsibilities within the body should include:
  - Independent Chairperson, appointed by COAG
    - Directly answerable to the Prime Minister
    - Responsible for solving problems, understanding key risks and recommending solutions to key government stakeholders
    - Responsible for developing the safe space to bring up ideas, enabling environment to support stakeholders in achievement of shared vision

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- Responsible for developing, implementing a long term strategy
- Must be adept at establishing and effectively utilising power and influence
- Must be adept at influencing COAG to make decisions
- Should support innovation
- Council / Board Members, representative of COAG members, Local Government, Industry
- Staff
  - A mix of permanent staff, and project-based staff (drawn from secondment and contractor pools)
- Advisors and independent experts
  - As required.

### Who is involved

- Government (Three levels)
- Industry
- Experts, and
- Community.

## Initiative 5: Mapping critical infrastructure systems and assets

### What

A national identification of critical infrastructure, including water, energy, transport, telecommunications and local social / community “assets” (such as knowledge and cultural assets). This includes drawing on existing data / knowledge & mapping other assets (social, community) in a climate / natural disaster mitigation context:

- what is essential to get up and running?
- what is essential to protect?

### Why (Purpose)

Understanding what and where critical infrastructure is, in order to understand vulnerabilities and risk for investment, remediation and scenario testing. Without this information, knowledge and consultation, the full picture of Australia’s risk profile is unknown and can’t be accounted for.

### Value / Benefit

This must be completed in order to protect life, livelihoods and social cohesion – from health, to food, to shelter, to culture / identity.

Other benefits would include:

- Avoiding decisions which may disadvantage vulnerable communities
- Enabling better service prioritisation where there is shared and agreed understanding of critical infrastructure assets and services
- Enables enhanced scenario testing and risk profiling to be incorporated into plans, and
- Enables investment in protection, hardening, redundancy, improvement of key assets.

### How (Approach)

- Use existing audits and plans of traditional critical infrastructure (water, energy, communications, transport)
- Use existing forums, meetings etc. to collect information on critical infrastructure
- Use open source information

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- Consult with communities (not limit to local government) by attending *their meetings* – add on to existing community driven systems, and
- Use existing models / maps outside of reports and forum.

### Guidance / advice on how to move forward

- Work with traditional critical infrastructure sectors to gather information and join forums
- Place on agendas of existing forums
- Conduct desktop exercises
- Go into communities and find out the assets

### Who is involved

Water Energy Communication Transport	State Government Federal Government	Local Government
Industry – NGO - Communities		

### Owner

- Asset owners maps (risk)
- Commonwealth (framework leadership), and
- States (impact and other information).

## Initiative 6: Vulnerability Assessment Methodology

### What

Agree on a Vulnerability Assessment Methodology – applicable at a local level, but consistent nationally for different social and physical infrastructure assets / services /categories. This methodology would be cross sectoral to identify optimal placement of infrastructure to minimise long term Community Resilience and cohesion.

### Why (Purpose)

To allow consistent evaluation of infrastructure vulnerabilities in a way allowing for understanding of integrated, cross sector prioritisation of infrastructure to enhance communication and Resilience.

### Value / Benefit

Ability to identify highest value, lowest long-term community cost infrastructure solutions to facilitate more resilient design, and better risk management. This solution will also improve measurement of success across initiatives, and provide greater certainty for stakeholders, asset owners and investors.

### How (Approach)

Develop an evaluation 'framework' or method that was applicable to all major infrastructure types – energy, telecommunications, water and transport.

The method should identify critical infrastructure vulnerabilities and dependencies. It should be scalable so that it considers critical infrastructure for both major cities and rural communities. It should embody principles of Resilience and enhancing community cohesion.

### Guidance / advice on how to move forward

- Form a working group of critical infrastructure peak bodies and/or their representatives to structure the method/framework.

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- Use city/regional deliverable/community forums to develop the key aspects of Resilience and community cohesion that need to be in bedded in the methodology.
- Use industry experts and advisors to develop the method. Test this with industry and deliberative forums.

### Who is involved

- Peak bodies and key representatives from energy, telecommunications, water, transport, other key stakeholders
- Community
- The National Resilience Task force
- All levels of government
- Infrastructure regulators (state, commonwealth), and
- Land-use planners.

### Owner

- National Resilience Taskforce

## Initiative 7: Undertake integrated, place-based scenarios explaining

### What

Identify and communicate community risk and ownership of that risk by critical infrastructure owners and main stakeholders.

### Why (Purpose)

Allow asset owners to identify risk associated with location of assets and to enable risk mitigation/Resilience on an ongoing basis.

### Value / Benefit

- Make critical infrastructure more resilient and reduce risks
- Ensure appropriate insurance is in place for key assets
- Expedite recovery from disasters through improved planning
- Plan to reduce disaster impacts through Disaster Risk Reduction.

### How (Approach)

Access to relevant data sets to identify risk based on geographic location.

### Guidance / advice on how to move forward

Develop a method to allow access to information.

### Who is involved

- Critical infrastructure owners.
- Dataset owners.
- Local, State, Government.
- Bureau of Meteorology.
- Geoscience Australia.
- Australian Bureau of Statistics.

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### Owner

- Commonwealth Government.

### Initiative 8: Vulnerability informed prioritisation of funding and resources to existing critical infrastructure systems

#### What

Adaptive investment in existing critical infrastructure systems is prioritised based on assessed risk and vulnerability, on a local, state and national scale.

#### Why (Purpose)

Efficient allocation of limited resources, maximising benefit and reducing risk for community.

#### Value / Benefit

Reduce vulnerability of critical infrastructure systems, through targeted investment.

#### How (Approach)

- Critical infrastructure systems to be mapped and data shared with the relevant government (Local, State and Commonwealth).
- Risk assessment to inform key vulnerabilities.
- Allocation of funds required to consider these vulnerabilities.

#### Guidance / advice on how to move forward

- Sharing of risk assessments important to include future likely risk, not just current risk.
- Stable funding pipeline required from State and Commonwealth.

#### Who is involved

- Private industry
- Local, State, Commonwealth

### Owner

- State government
- Asset owner
- Local, State, Commonwealth.

### Initiative 9: Designing critical infrastructure to enhance community cohesion

#### What

- Critical infrastructure = energy transmission and generation (including fuel), water and sewage, communications, transport infrastructure (road, rail, bridge)
- Enhance community cohesion and Resilience by ensuring critical infrastructure is designed to connect community to economic, social and environmental benefits i.e. jobs, friends and family, and parks.
- Ensure that access to critical infrastructure is equitable – fair cost and access.
- Avoid additional and future costs through co-location, flexible and adaptive design, ease of access for upgrades. Integrate with land use planning.

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### Why (Purpose)

Support community Resilience through equitable access to critical infrastructure.

### Value / Benefit

- Social benefits.
- Avoid future cost.
- Greater community cohesion and Resilience through improved connections.
- Infrastructure will be better used/frequented by community.

### How (Approach)

- Develop a model
  - What place based results challenges can critical infrastructure to address?
  - What inequities?
  - How can integrated infrastructure design address these?
  - Influence critical as a design, location.
- Integrate into scenario planning
  - For an existing asset, how could we build assets back *smarter* to help address Resilience challenges?
- Identify how benefits will be realised and capture funding from these avenues
  - Insurance?
  - Insurance providers

### Guidance / advice on how to move forward

- Create a working group.
- Community engagement to understand community needs. Involvement.

### Who is involved

- Infrastructure providers
- Community service providers.
- Local and State government.
- Resilient Sydney and Resilient Melbourne.

### Owner

State government e.g. Greater Sydney Commission

## Initiative 10: Insurance – Informing investment

### What

Bring the insurance industry in at the early planning stage for critical infrastructure development, to take advantage of their more sophisticated ability to project and assess future risk. They could help understand what is/isn't insurable and what needs to be done to look to different locations to build

### Why (Purpose)

Get better information upfront about the risk attached to future investments and what needs to be done to bring the risk down or where we've gone too far in mitigating risk and are imposing unnecessary cost)

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### Value / Benefit

We stop building infrastructure that is uninsurable/prohibitive to insure and instead find a better balance that mitigates risk without overdoing it.

### How (Approach)

Get insurance sector buy-in (potentially through a consultancy/secondment arrangement) to work with public private entities making decisions about critical infrastructure to inject their expertise at the start of the planning cycle.

### Guidance / advice on how to move forward

Senior engagement from the big insurance agencies – get them to co-design how they can best inject their expertise earlier into the planning process.

### Who is involved

- Insurance industry
- Governments/planners
- Private sector responsible for building and operating critical infrastructure

### Owner

Taskforce facilitators with the stakeholders

## Initiative 11a: Cost-benefit / intangibles model

### What

An actionable model and assessment of what matters to people and why – this include articulate tangible and intangible benefits of individuals, business and government being more self-reliant to generate and access energy, water, transport and communities

### Why (Purpose)

To individualise the calculation of risk of reliance on critical infrastructure so that we (local government, emergency, social services, and utility companies) can prioritise support and maximise resources to address real, assumed or perceived needs.

### Value / Benefit

Increasing shared ownership and responsibility to identify and address failures before and when they arise

### How (Approach)

A model is produced for each household or small community with local government and a social service i.e. Red Cross if needed. Model is incorporated into pre-existing insurance assessments

### Guidance / advice on how to move forward

- Learning's from social services and research on what people value and why
- Produce, set of 7-8 key questions that clarify/quantify theme areas of value

### Who is involved

- Individuals
- Private enterprise

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### Owner

Insurance or local government

### Key insights from Sponsor

Pilot programs in critical infrastructure

## **Initiative 11b. Draft set of principles to guide development and revision of design standards codes and specifications that reduce risk and loss from natural disasters**

### What

- Criticality sets priority
- Standards should be based upon predicted future climate (30 years)
- Standards should be regularly updated to account for best available science (i.e. revised every 5/10 years)
- Standards need to incorporate the concept of protecting property and its critical functionality, as well as people
- When considering cost implication, whole of life considerations should be taken, not just capital cost; this includes Disaster Resilience
- Standards should encourage innovation in design materials and techniques, and should be performance based

### Why (Purpose)

New and existing infrastructure needs to be able to cope with a changing climate and increase natural hazards.

### Value / Benefit

- Reduced risk to environment changes
- Continually updated

### How (Approach)

- Finalise principles
- Audit key standards against the principles
- Update standards based on audit finding
- Review and revise as needed (including lessons learnt) and check compliance

### Guidance / advice on how to move forward

- 6 months
- 18 months
- 3-5 years
- Every 5-10 years

### Who is involved

- Australian standards
- ABCB – Australian Building Code Board
- Industry representatives
- Government representatives

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### Owner

Australian Standards

### Initiative 12. Resilience star rating program

#### What

Create an incentive based program based upon a star rating for resilience. This would be applied at the change of ownership (like ACT energy efficient house star rating)

#### Why (Purpose)

To inform owners and encourage improvement to both new and existing building stock

#### Value / Benefit

- More resilient houses
- Lower insurance premiums

#### How (Approach)

- Legislate for pre-purchase inspections and mandatory disclosure
- Provide technical guidance in improvements/actions
- Develop funding to support householders implement
- Provide education materials based upon star ratings of risk

#### Guidance / advice on how to move forward

- Use existing rating schemes

#### Who is involved

Existing rating schemes could be used as platform

### Owner

State Government

### Initiative 13. Prioritise existing building stock based on risk (likelihood and impact), criticality of function and degree of climate change

#### What

Prioritise existing building stock based on risk (likelihood and impact) critically of function and degree of climate change.

#### Why (Purpose)

To future proof built environments through design, materials, techniques to protect life, protection of property (limit to damage), ensure continuity of function.

#### Value / Benefit

- Having resilient built environments that maintain function will reduce financial and social cost of an event and reduce recovery needs

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- Lower insurance cost
- Improved social cohesion during an event

### How (Approach)

- Access database or building stock via local councils
- Map against current and projected natural hazard exposure
- Flag (using defined criteria) critical buildings / infrastructure
- Consult with community/insurers/government as to key priority criteria
- Determine high, medium, low prioritise for retrofit

### Guidance / advice on how to move forward

Develop national framework for assessing faculty criticality and resilience rating

### Who is involved

- State government through building control legislation
- Asset owner
- Insurer for high-risk/value property
- Local government

### Owner

Asset owner

## Information and Data Sharing

### Initiative 14. Information Gaps and Needs Analysis

#### What

Gather requirements to inform full risk resilience data and knowledge

#### Why (Purpose)

- Pick off low hanging fruit
- Identify key strategic issues

#### Value / Benefit

- Immediate money savings, demonstrate progress
- Get stakeholder support

#### How (Approach)

- Catalogue data holdings
- Target data gaps
- Target data quality upgrades
- Integrated tools and models

#### Guidance / advice on how to move forward

- Implement Resilience info access system

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- Federate governance/participation

### Who is involved

- Australian government; states and territories
- Utilities/LGA Australia
- Bodies
- Key NGOs
- NFPs

### Owner

?

## Initiative 15. Understand stakeholders and their needs for better decision making

### What

- Discover and map out what information will support and convince decision makers in their efforts to reduce risk
- This includes understanding stakeholders values, needs, priorities, decision-making process, confidentiality/restrictions information/data

### Why (Purpose)

- Time spent in needs analysis allows higher quality and relevancy of information preparation
- Build a meaningful data set
- Ensure targeted investment of efforts

### Value / Benefit

- Deliver actionable insights at the right time to the right people in the right format
- Collect adequate data
- Better-informed decisions lead to risk reduction

### How (Approach)

- Map out key stakeholders across industries sectors, communities, government, and academia
- Per stakeholder explore their needs and ability to use information to reduce risk
- Understand their values and priorities to get a feel for urgency of data availability

### Guidance / advice on how to move forward

- Before collecting relevant data ensure you know the type of decision being made, how the data is being used, what specific information will lead intended decision makers
- Be mindful of contradictions / competing interests
- Have relevant people on the teams to ask the right questions and help stakeholders to identify their needs to articulate what insights will help them with better decision making

### Who is involved

- Representatives of Home Affairs
- Identified stakeholders
- Potentially data providers

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- Someone who understands risk/data

### Owner

- Department of Home Affairs to begin with

## Initiative 16. Resilience information across systems

### What

Existing resilience information available in usable form to reduce risk

### Why (Purpose)

To better inform decision-making

### Value / Benefit

-

### How (Approach)

- Understand what data is out there
- Unlock data protection/privacy – data sub setting
- Sharing data sets
- Data ecosystems
- Consistency/harmonisation

### Guidance / advice on how to move forward

- Moving from tactical response to enterprise outcome
- Reach agreement on data/knowledge provenance/block chain
- Federate existing initiatives/capabilities
- Develop consistent standards and guidelines
- Leverage off existing enterprise e.g. D2D, CRC

### Who is involved

- Governments
- Institutions
- Researchers
- Industry
- Individuals

### Owner

- Data
  - Current owners
  - Future holders
- System
  - Commonwealth (a federated model)

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### Initiative 17. Information to measure success

#### What

- Plan for baseline targets and measures to track and progress and success of the framework
- For a data platform but also for all other initiatives (i.e. baseline track communications, education, governance, etc.)

#### Why (Purpose)

To understand and demonstrate the value of resilience (and why are we doing this)

#### Value / Benefit

We can measure progress

#### How (Approach)

- Linking performance to data across initiatives
- Start with a baseline
- Agree end goals and set targets
- Agree to close gaps

#### Guidance / advice on how to move forward

- Collaboration across stakeholders
- Shared goals and target = shared success

#### Who is involved

- Federal government
- States
- Local
- Private
- Community

#### Owner

One owner – new agency?

### Initiative 18. Informed decisions and actionable intelligence

#### What

- Gather and produce information that communicates in an effective and meaningful way with different users and stakeholders
  - This links to communication, education, and cultural shift
  - Data alone doesn't solve anything → it needs translation and analysis
- Integrate different sources – hazards, risks, climate

#### Why (Purpose)

- Users (government, business, individuals) need information they can act on

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- Data needs to be supported (knowledge brokers)

### **Value / Benefit**

- Decisions are informed with the right information
- Decisions are easier and consistent

### **How (Approach)**

- Understand who needs what information
- Tailor data, information to their needs
- Informed by scenarios, communication strategy

### **Guidance / advice on how to move forward**

- Target and prioritise users – you can't do it to all at once
- Information for individuals may take time to synthesise agreed approach
- Start by understanding how decisions are made → don't just push information at everyone

### **Who is involved**

Led by Taskforce involves wide stakeholder group

### **Owner**

Mitigation/taskforce

### **Key insights from Sponsor**

Users

- Individual – resident
- Local government/councils
- State government agencies
- Corporates
- Federal agencies – Defence, CIMPA
- Communities
- EMS/RFS/SES
- BoM, GA, CSIRO
- Academia research
- Industry groups

Usage Types

- Decision – investment, safety
- Decision – Land usages planning, long term view
- Preparedness (brand)
- Recovery/reconstruction
- Response/EMS/Crisis co-ordination
- Not sec
- Forecast
- Insurance
- Liabilities
- Economic (i.e. agriculture)

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### Gaps and Needs

- Climate projections/ranges
- Risk impact assessment
- Catalogue data holdings
- Standard/open data
  - Damage and loss
  - Vulnerabilities
  - Social impact
  - Exposure
  - Exchange
  - Integration
- Cost benefit/loss avoidance
- Flood data consistency and completeness
- Integration tools/models of different data types (i.e. hazard exposure, VUG, Social, finance, etc.)
- Real-time information/situational awareness consistencies
- Data analysis/science expertise
  - Data testing, verification
- Higher resolution data
- Future forecasting agreed model
- Coordinated and dedicated funding
- Advocate, like data commissioner

## Legislation

### Initiative 19. Policy, Legislation and Regulation

#### What

A review of legislation/regulation: Commonwealth/State/Local Government (likely to be phased if iterative) which will:

- Identify:
  - Inconsistencies and gaps in Australian law
  - International best practice (e.g. NZ, Japan, UK, US)
  - Appropriate legislation which is not fully averaged (wasted opportunities)
- Indicative areas for analysis:
  - Commonwealth: Telecommunications, prudential, finance laws, national construction code, copyright\*
  - State: Planning, environmental\*
  - Local: LEPP\*

\*FW priorities and discovery

Note: The review can further extend to policies and codes

#### Why (Purpose)

- To address gaps and inconsistencies, insufficiencies, known problems, i.e. issues with hazard data
- To leverage potential opportunities for benefits realisation
- To adopt best practice

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- Ensure roles and responsibilities are clarified
- Progress taskforce priority work
- Provide recommendations

### Value / Benefit

- National consistency
- Benefits for industry, re: interoperability
- The process of legislative review, RIS, engagement and parliamentary debate will bring out the tensions between the policy agendas (Development versus Risk Reduction) – will support progress of framework

### How (Approach)

- Review working group reporting to steering committee / ?COAG, ?ANZEMC (subject to governance discussion)
- Representations from Commonwealth/State/Local Government
- Progress/prioritise (cross reference other parts of FW)
  - As work on CI, data, LUP – specific areas to review will be identified
  - Specific known issues can be started to get a quick start

### Guidance / advice on how to move forward

- Timing
  - Immediately
  - Ongoing: X-rep FW priorities
- Establish review working group
- Establish TOR
- Analogy: Review of terrorism legislation

### Who is involved

- All governments
- Not For Profits
- Industry (CI, built environment people, Insurance, Health, Telco, utilities, banks)

### Owner

## Innovation

### Initiative 20. Innovation in the policy and evaluation system

#### What

- Capability development to support policy advisors and policy makers to innovate
- Play with knowledge
- Change the mechanisms through which we provide advice/transfer knowledge to decision-makers
- Change who gives policy advice to ensure diverse and appropriate perspectives
- Innovation competitions and recognition schemes

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### Why (Purpose)

Create an environment for valuing and actively supporting thought leadership that requires courageous decisions to prepare for /apply to unknown presents and futures

### Value / Benefit

Supporting those involved in policy process to most effectively transfer their knowledge/advice with impact to those who can act on it. Supportive decision makes with contextually appropriate advice

### How (Approach)

Innovation in policy development/advice/decision-making to support/enable/require policy that drives innovation evaluation and improvement

### Guidance / advice on how to move forward

Development of knowledge networks (think neurons firing)

### Who is involved

-

### Owner

-

## Initiative 21. Knowledge (Research and Development)

### What

(Sustainable knowledge networks leveraging types of knowledge)

- Applied
- Business
- Common (harness common knowledge to nourish sustainable knowledge networks)

### Why (Purpose)

Harness and release knowledge

### Value / Benefit

Better informs action

### How (Approach)

- Harnessing common or informal knowledge (for example indigenous knowledge and land management practices)
- Responding to evolving context and changing circumstances with new and flexible knowledge that informs evolution of context – appropriate solutions
- Investing through knowledge networks

### Guidance / advice on how to move forward

Fundamental and applied knowledge requires funding. Applied and business knowledge requires incentives. Should common knowledge acquisition be appropriately compensated?

### Who is involved

-

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### Owner

-

## Economy and Financing

### Initiative 22. Including social resilience in cost / benefit analysis

#### What

- Capturing social/intangible impacts in a traditional financial model → e.g. household disruption, mental health, emergency response, cost etc.
- Looking at ABR report as a starting point

#### Why (Purpose)

To better inform/make smarter investment decisions

#### Value / Benefit

Smarter use of resources

#### How (Approach)

- Use existing structures e.g. ABR report to isolate Disaster Risk Reduction within existing CBA
- Valuing community benefits alongside commercial benefits within project decision making frameworks

#### Guidance / advice on how to move forward

-

#### Who is involved

- State infrastructure bodies
- Commonwealth – IA, DIRD, PM&C,
- ABR/BCA/Peak industry group

### Owner

-

### Initiative 23. Assessment of risk reduction spending

#### What

- Create a methodology to assess the spending of risk reduction drawing on Sendai principles
  - To start the prioritisation process
- (Risk reduction as it applies to all Natural Disasters)

#### Why (Purpose)

To understand where and how effective our risk reduction spending has been

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### Value / Benefit

As a baseline to understand how to prioritise long term future spend

### How (Approach)

- Measuring values of key infrastructures/assets in order to estimate costs of mitigation spends on different asset classes and understand where money is being spent
- Use insurance premiums associated with key infrastructure as a guide to risk transfer rather than mitigation

### Guidance / advice on how to move forward

- Develop methodologies/templates at high strategic levels and don't get lost in the detail
- Use estimates and existing information – start with a pilot

### Who is involved

- Anyone that funds or finances infrastructure
- Government
- Insurer to help with pricing

### Owner

- COAG
- Steering committee? (Other state)

## Initiative 24. Commercial financing of risk reduction activities and generating a revenue stream

### What

- Aggregate smaller projects and larger projects into investable packages
- Better whole of life cost asset cost models to fund a better building up front
- Social impact investing resilience bonds
- Pilot case studies community level (e.g. roads); Warragamba Dam; Bruce Highway incorporating cost benefit analysis with whole of life costing
- Beneficiary contribution benchmarks and operation and maintenance saving from better builds

### Why (Purpose)

Get more capital to address risk reduction priorities

### Value / Benefit

- Increasing investment in risk reduction (infrastructure and social)
- Demonstrating the value of putting more up front for a better-designed project, enabling whole of life savings to pay for it

### How (Approach)

- Develop models/options for F&F
- Identify barriers and remove
- Identify and develop a case study or pilot project to explain and get buy in for F&F options.

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### Guidance / advice on how to move forward

Need to consider blended finance for government, but also hope to enable private sector to invest in mitigation (e.g. innovative funding) to address business risk

### Who is involved

- IA
- IGCC
- ABR
- APFA
- Asset owner
- (Depends on case study)

### Owner

-

## Initiative 25. Long term prioritisation of funding and financing

### What

To inform the necessary long-term nature of disaster mitigation, a model incorporating financial and intangible costs is necessary. This should also include prioritising money to ensure resilience and minimise maladaptation

### Why (Purpose)

To future proof assets and equity within the community

### Value / Benefit

-

### How (Approach)

1. 'Event horizon' climate and economic and intangible risks modelling
  2. Investible universe stocktake and forecasting
  3. Disaster sectors (e.g. fire, tsunami, rain, extreme temperatures, flood, etc.)
  4. Geo-spatial forms
  5. Asset life
  6. Population projections
  7. Planning project
  8. Industry changes
- Dependencies
    - Bipartisan stability
    - Cyclical evaluation

### Guidance / advice on how to move forward

Reliant on 3 previous initiatives

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### Who is involved

- Treasury Commonwealth
- COAG – treasuries
- GA
- CSIRO
- Local government
- IGCC
- Key asset owners
- Public/private
- DIRD
- DIIS
- IA

### Owner

- Home Affairs
- Treasury?

## Education

### Initiative 26. Strengthen research and evidence base at tertiary / university level for resilience

#### What

Increase resilience research undertaken at tertiary/university to inform social change initiatives. Utilise research through the creation of knowledge products and education for decision makers across a range of sectors

#### Why (Purpose)

To provide a knowledge base for disaster resilience in Australia

#### Value / Benefit

Provides the evidence to inform practice

#### How (Approach)

Funding tertiary institutions to undertake research in the area of disaster resilience

#### Guidance / advice on how to move forward

Write to funders advocating a compelling case for increased funding into research

#### Who is involved

- Universities
- Federal Government

#### Owner

A national body i.e. resilience taskforce and partners

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### Initiative 27. National non-hazard specific campaign

#### What

A national resilience campaign drawing on the effort and expertise of all agencies currently delivering hazard focussed campaigns

#### Why (Purpose)

To elevate to a more generic, consequence focussed approach

#### Value / Benefit

Universal approach prepares people for a range of potential scenarios

#### How (Approach)

By pooling funds/resources from existing hazard specific agencies and awareness campaigns

#### Guidance / advice on how to move forward

Learn from previously successful social change campaigns (e.g. smoking, road safety, recycling)

#### Who is involved

- Hazard agencies and others within all jurisdictions
- Creative agency to develop approach

#### Owner

National body (i.e. taskforce)

### Initiative 28. Empowering decision makers through education and engagement

#### What

Identify specific education and engagement needs for different sectors, e.g. land-use planners, families and households/SME's/big business/schools/cultural gaps and artists/indigenous communities.

#### Why (Purpose)

Strengthen agency and increase motivation and ownership to act.

#### Value / Benefit

Community involvement in decision making. Collective knowledge base of resilience increases.

#### How (Approach)

Identify and develop a democratic process/governance arrangement to empower communities to be able to influence decision makers.

#### Guidance / advice on how to move forward

Engage with various sectors to map needs and identify knowledge gaps. Co-develop solutions/initiatives

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### Who is involved

- All levels of government/ private/ business/community/ individuals/NGO'S, NFP's
- Education/research.

### Owner

National body

## Initiative 29. Disaster resilience education for youth and young people

### What

Mandate DRE in school curriculum across Australia using contemporary education practices, students lead learning and student voice. Encourage uptake in youth programs e.g. scouts, cadets etc.

### Why (Purpose)

To normalise resilience behaviour

### Value / Benefit

Young people become advocates for DR within families, communities and amongst peers.

### How (Approach)

- Engage with policy makers, education departments, schools and communities.
- Professional learning for leaders/educators.
- Map Australian curriculum to DR outcomes

### Guidance / advice on how to move forward

Write to Education Ministers advocating compelling case for DRE for young people.

### Who is involved

- Education ministers
- Schools and teachers
- Community leaders
- Youth Leaders

### Owner

A national body (i.e. resilience taskforce in partnership)

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### Additional information

The following information was collected from the final day of the Policy Sprint and was supplementary, though related, to the Vision, Principles and Initiatives outlined above.

#### Priorities for Action

- Understanding the evolving Natural Disaster risk in Australia
- Establishment of a continuing, consistent assessment of the risks Australians face from Natural Disasters
- Strengthening National Disaster Risk governance across all aspects of Australian Society
- Increasing effort and commitment to Disaster Risk Reduction, (Resilience) in Australia
- Continuous improvement of how we prepare for, respond to and recover from Natural Disasters in Australia
- Improved monitoring of Disaster Risk Reduction activities, contributions and their successes across all sectors

#### Principles for Action

- Disaster Resilience is required a component in all government investment decisions
- All decisions and activities contribute to increased or degraded Resilience

#### Measures of Success

##### Costs to Individuals

1. Number of injuries and mortality from Natural Disasters
2. Number of, and degree to which people have been affected by Natural Disasters
3. Number of people continuing to live in high-risk areas

##### Costs to the Economy

4. Direct economic loss attributed to Natural Disasters
5. Cost of disaster damage to critical infrastructure and critical services

##### Private and Public Sector Performance

6. Percentage of entities (public and private) with Disaster Risk Reduction strategies in place
7. Percentage of entities (public and private) releasing / publishing Resilience impact statements for operations, investments and initiatives
8. Return on Investments in Disaster Resilience

#### Focus Areas for Improvement

Several key areas of improvement were identified for action:

##### Developing Australia's Disaster Resilient Culture

1. Cultural Shift around DRR
2. Education for a resilient society
3. Resilient Australia Campaign
4. Develop a Resilience Score Card

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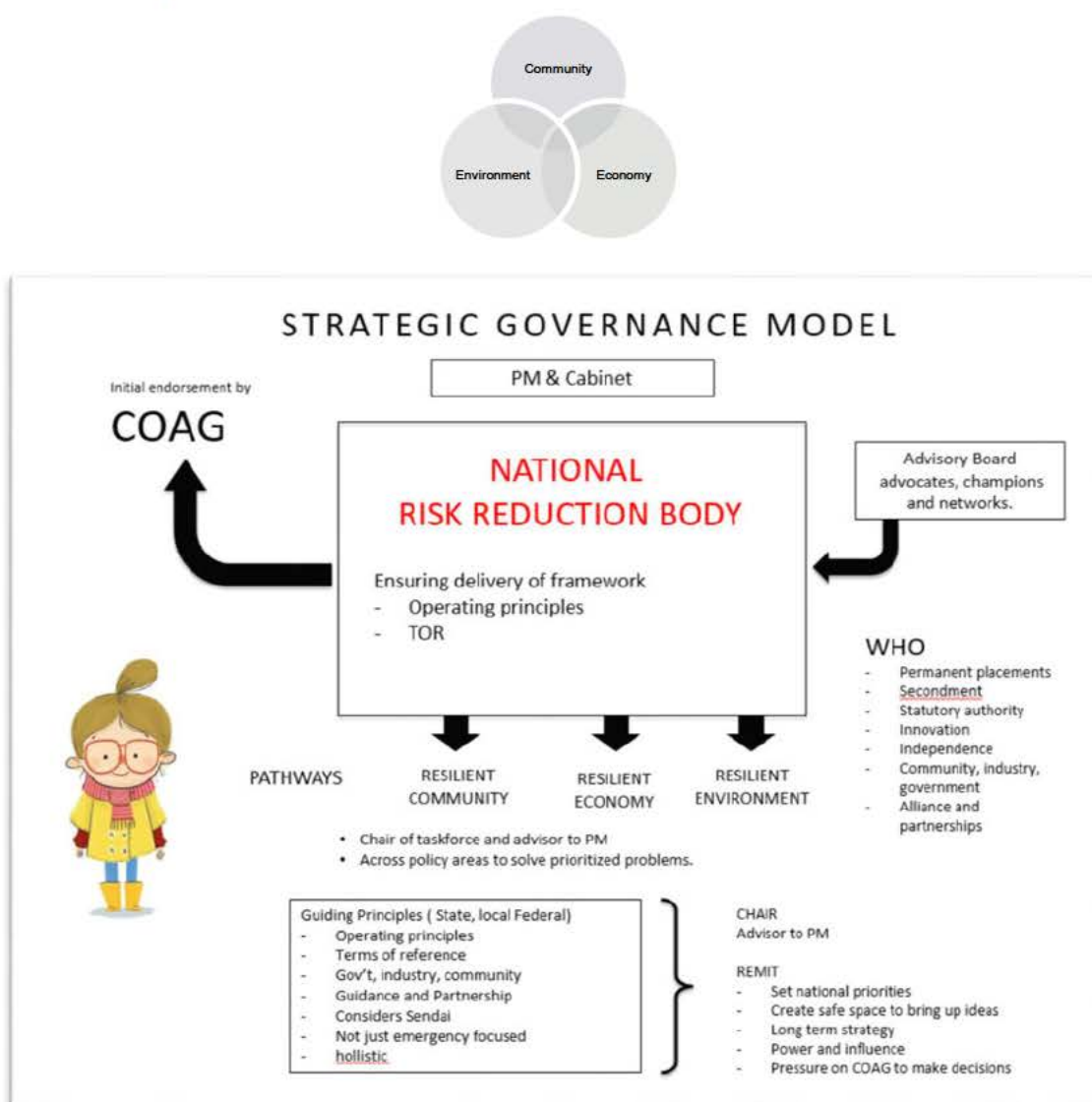
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### Governing Our Nation's Resilience Effort

#### 5. National Disaster Risk Reduction Body

To assist with the co-ordination of key Disaster Risk Reduction activities, and to advocate for the furthering of the cause, an independent body should be established – contributed to by COAG and PMC. It should be responsible for monitoring the delivery and outcomes of this framework, and – where required – should establish project-based teams to address identified issues / manage initiatives which impact all jurisdictions. It is also recommended that this body be supported by a standing staff for secretariat, communications, fund administration and project support.

This body will enable improvement in our national Resilience through undertaking Disaster Risk Reduction activities in three key domains:



### Engaging With Our Community

#### 6. Additional principles:

- Recognise the experts in communities, as these groups can lead change locally
- Provide guidance to communities on best practice

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- Understand different stakeholder perspective
- Continually re-enforce why we need to mitigate risk

### Critical Infrastructure Systems and Services

7. Mapping critical infrastructure, systems and assets
8. Vulnerability and assessment methodology
9. Undertake integrated scenario risk planning
10. Designing Critical Infrastructure to Enhance Community Cohesion and Resilience
11. Insurance informing investment

### Land Use Planning

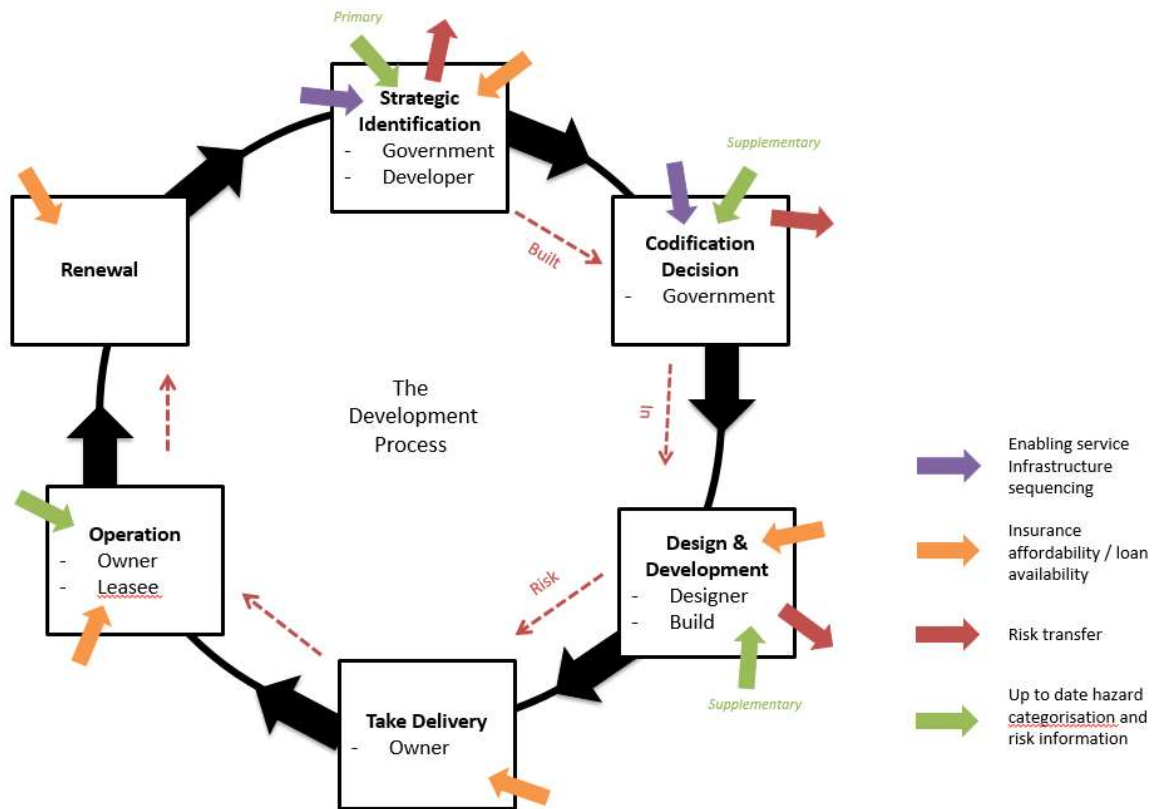
#### Principles for Land Use Planning

- Jurisdictions should be stress tested, and tested against principles for Disaster Risk Reduction
- Change in Disaster Risk Reduction may be slow, and require intergenerational pathways (50+ years) to be realised. As such, change today should be appropriate to our current context (review and adaptive change)
- Jurisdictions should clearly identify and assess the existing and latent capacity / tolerance for future risks likely to exist in their urban systems
- Strategic Land Use Planning should integrate and prioritise a full range of natural hazards and risks
- Strategic Land Use Planning should integrate into government decisions for tolerance to loss-using scenario planning
- Treatment of risk adopts all suitable available mitigation / adaptation measures in an integrated manner
- All stakeholder should take direct steps to avoid future, and reduce existing, higher likelihood risks
- Strategic Land Use planning should clearly identify 'no-go' areas with intolerable natural hazard risk, and orient the Land Use Planning system to maintain or create as 'no-go' areas
- Statutory instruments should be more nimble / dynamic to changing information, research on constraint due to natural hazards
- Land Use Planning should fully integrate outcomes of natural hazard risk assessments
- National urban policy conversations and national population plans should be aligned with a Resilience lens
- National initiatives should be aligned in their support of Disaster Risk Reduction (E.g. NDIS, Social Welfare, Housing affordability/social housing, Infrastructure Australia,

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# National Steering Committee for Disaster Risk Reduction - Meeting 4

## Outcomes

**Date:** Wednesday 18 July 2018

**Time:** 10:00AM – 4:00PM AEST

**Location:** Park Royal Melbourne Airport, Arrival Drive, Melbourne Airport VIC  
Dial in details to be confirmed

**Chair** Mr Mark Crossweller AFSM, Head of the National Resilience Taskforce,  
Department of Home Affairs

**Attendees** Attachment A

Item	Title and outcome	Agenda Paper
1.	<b>Welcome and objectives for meeting</b>	
2.	<b>Terms of Reference</b> <ul style="list-style-type: none"><li>Members reviewed the Terms of Reference (Agenda Paper 1).</li><li>Members requested edits to the Scope (Section 2), Membership (Section 4), Decision-making (Section 6) and Engagement With Other Committees (Section 10) components of the Terms of Reference.</li><li>Members to provide further edits or feedback on the Terms of Reference Wednesday 25 July 2018.</li><li>Revisions to the Terms of Reference will be circulated out of session by the National Resilience Taskforce.</li></ul>	Agenda Paper 1 – Terms of Reference
3.	<b>Policy Sprint Outcomes</b> <ul style="list-style-type: none"><li>Members reflected on their experience at the Policy Sprint.</li><li>Members noted the indicatives outlined in the Policy Sprint Outcomes (Agenda Paper 2). Feedback on specific initiatives will form part of the drafting process for the National Risk Reduction Framework.</li></ul>	Agenda Paper 2 – Policy Sprint Outcomes
4.	<b>Draft National Risk Reduction Framework Review</b> <ul style="list-style-type: none"><li>The Chair stepped members through the draft Framework structure (Agenda Paper 4).</li><li>Members suggested edits to key components of the draft Framework, including the Drivers for Action, Vision, Guiding Principles, National Priorities and the Strategies.</li></ul>	Agenda Paper 3 – Framework development process Agenda Paper 4 – Draft Framework

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Item	Title and outcome	Agenda Paper
	<ul style="list-style-type: none"> <li>Members to provide further edits or feedback on the draft Framework by Wednesday 25 July 2018.</li> <li>The Taskforce will update the 'top half' of the Framework based on feedback and circulate to members out of session.</li> <li>Members agreed to break into small out of session working groups to progress the 'bottom half' / Strategies. Members nominated themselves into the following groups:               <ol style="list-style-type: none"> <li>Knowledge and Education – NSW, QLD and ACT</li> <li>Investment – WA and QLD</li> <li>Decision-making – NSW, SA, Vic and WA</li> <li>Governance – WA, SA and Vic</li> </ol> <p><i>Note: Tasmania unable to participate</i></p> </li> <li>Taskforce to confirm the above groupings with members and schedule teleconferences to discuss each category before the next Steering Committee.</li> <li>Taskforce to circulate the draft 'National Disaster Resilience Roadmap' document to members that was circulated during the meeting, noting that this document is draft only and not for further circulation.</li> <li>Members to revisit the Scope of the Framework.</li> <li>Members to discuss the endorsement/authorisation process in more detail. Taskforce to map out the process for discussion at the next Steering Committee meeting.</li> </ul>	
5.	<p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>The agenda for the next Steering Committee meeting will include:               <ul style="list-style-type: none"> <li>Further Framework discussion, including on the Scope, content and endorsement process</li> <li>Revised Terms of Reference</li> <li>Update from the Taskforce on the National Disaster Risk Information Platform and Knowledge Brokering Capability</li> </ul> </li> </ul>	
6.	<b>Other business and close</b>	





# National Steering Committee for Disaster Risk Reduction

## Attendance List

**Date:** Wednesday, 18 July 2018

**Time:** 10:00am to 4:00pm AEST

**Location:** PARKROYAL Melbourne Airport, Arrival Drive, Melbourne Airport, Level 5 Daylesford/Ballarat Room

**Participants Dialing in:** Rebecca McGarrity, Executive Director, Social Policy, Department of the Premier and Cabinet, Queensland P s. 22(1)(a)(ii)

s. 22(1)(a)(ii), Social Policy, Department of the Premier and Cabinet, Queensland, P s. 22(1)(a)(ii)

s. 22(1)(a)(ii), Assistant Director, Emergency Management, State Emergency Service, Department of Police, Fire and Emergency Management, Tasmania, P s. 22(1)(a)(ii)

s. 22(1)(a)(ii) Deputy Commissioner, Strategy and Emergency Management, Department of Fire and Emergency Services, Western Australia, P s. 22(1)(a)(ii)

Name	Position	Organisation
Commonwealth		
Mark Croswell AFSM	First Assistant Secretary, National Resilience Taskforce	Department of Home Affairs
s. 22(1)(a)(ii)	Advisor, Crisis Management, National Security Division	Department of the Prime Minister and Cabinet
Shoni Maguire	National Manager, Disaster Mitigation Policy	Bureau of Meteorology
David Walland	Head Major Projects, National Forecast Services	Bureau of Meteorology
Leesa Carson	Branch Head, Community Safety Branch	Geoscience Australia
Australian Capital Territory		
Commissioner Dominic Lane	Commissioner	ACT Emergency Services Agency
New South Wales		
s. 22(1)(a)(ii) (proxy for s. 22(1)(a)(ii))	Acting Senior Manager, Emergency Risk Management	Department of Justice
Northern Territory		
No representatives from the Northern Territory		

Name	Position	Organisation
<b>Queensland</b>		
s. 22(1)(a)(ii) (proxy for Commissioner Katarina Carroll)	Assistant Commissioner	Queensland Fire and Emergency Services
s. 22(1)(a)(ii) (proxy for Brendon Moon)	Director	Queensland Reconstruction Authority
s. 22(1)(a)(ii) (proxy for Brendon Moon)	General Manager Operations	Queensland Reconstruction Authority
<b>Rebecca McGarrity</b> (dialling in)	Executive Director, Social Policy	Department of the Premier and Cabinet
s. 22(1)(a)(ii) (dialling in)	Social Policy	Department of the Premier and Cabinet
<b>South Australia</b>		
s. 22(1)(a)(ii)	Director, Security and Emergency Management	Department of the Premier and Cabinet
s. 22(1)(a)(ii)	Manager, Emergency Management Office	South Australia Fire and Emergency Services Commission (SAFECOM)
<b>Tasmania</b>		
s. 22(1)(a)(ii) (dialling in)	Assistant Director, Emergency Management, State Emergency Service	Department of Police, Fire and Emergency Management
s. 22(1)(a)(ii) (proxy for Simon Roberts)	Assistant Director, Office of Security and Emergency Management	Department of Premier and Cabinet
<b>Victoria</b>		
s. 22(1)(a)(ii)	Acting Director, Community Security and Emergency Management Branch	Department of the Premier and Cabinet
s. 22(1)(a)(ii)	General Manager, Emergency Management Risk and Resilience	Department of Justice and Regulation, Emergency Management Victoria
<b>Western Australia</b>		
s. 22(1)(a)(ii) (dialling in)	Deputy Commissioner, Strategy and Emergency Management	Department of Fire and Emergency Services
<b>Australian Local Government Association</b>		
<b>Adrian Beresford-Wylie</b>	Chief Executive	Australian Local Government Association
<b>Observers</b>		
s. 22(1)(a)(ii)	Director, National Resilience Taskforce	Department of Home Affairs
s. 22(1)(a)(ii)	Director, National Resilience Taskforce	Department of Home Affairs
s. 22(1)(a)(ii)	Acting Assistant Director, National Resilience Taskforce	Department of Home Affairs
s. 22(1)(a)(ii)	Acting Assistant Director, National Resilience Taskforce	Department of Home Affairs
s. 22(1)(a)(ii)	Policy Officer, National Resilience Taskforce	Department of Home Affairs

Apologies		
Members/Advisers/Observers	Position	Organisation
s. 22(1)(a)(ii)	Director	Infrastructure and Project Financing Agency
Commissioner Darren Klemm	Commissioner	Department of Fire and Emergency Services, Western Australia
s. 22(1)(a)(ii)	Director, Relief and Recovery	Department of Justice and Regulation, Emergency Management Victoria
s. 22(1)(a)(ii)	Acting Deputy Secretary, and Acting Chief Executive, Emergency Management Victoria	Department of Justice and Regulation, Emergency Management Victoria
Jeremi Moule	Acting Deputy Secretary, Governance Policy and Coordination	Department of the Premier and Cabinet, Victoria
Brendan Moon	Chief Executive Officer	Queensland Reconstruction Authority
Deputy Commissioner Jeffrey Loy	Deputy Commissioner	NSW Police Force
s. 22(1)(a)(ii)	Principal Policy Officer, Justice and Community Safety Branch	Department of the Premier and Cabinet, New South Wales
David Willing	Executive Director Security and Government Services	Department of the Chief Minister, Northern Territory
Jason Collins	Director, Chief Officer	Northern Territory Police, Fire, and Emergency Services, Northern Territory
Simon Roberts	Director, Office of Security and Emergency Management	Department of Premier and Cabinet, Tasmania





# National Steering Committee for Disaster Risk Reduction - Meeting 5

## Outcomes

**Date:** Thursday 2 August 2018  
**Time:** 10:00AM – 4:00PM AEST  
**Location:** Park Royal Melbourne Airport, Arrival Drive, Melbourne Airport VIC  
**Chair:** Mr Mark Crosweller AFSM, Head of the National Resilience Taskforce, Department of Home Affairs

Item	Title and outcome	Agenda Paper
1.	<b>Welcome and objectives for meeting</b>	
2.	<b>Australian Vulnerability Profile</b> <ul style="list-style-type: none"><li>National Resilience Taskforce presented key draft findings from the Australian Vulnerability Profile project and invited members to consider how they could use these draft findings within their jurisdictions.</li></ul>	Agenda Paper 1 The Strategic Context for developing the Australian Vulnerability Profile
3.	<b>National Disaster Risk Information Services Capability (NDRISC)</b> <ul style="list-style-type: none"><li>National Resilience Taskforce presented the initial findings about the need for and opportunities to develop a national disaster risk information services capability.</li><li>National Resilience Taskforce to convene a short discussion at the next Steering Committee meeting on members' further reflections on the material presented.</li></ul>	Agenda Paper 2 National Disaster Risk Information Services Capability
4.	<b>Steering Committee Terms of Reference and National Risk Reduction Framework (the Framework) Scope</b> <ul style="list-style-type: none"><li>Members reviewed the Terms of Reference (Agenda Paper 1).</li><li>Members requested greater clarity around the scope of the Framework itself.<ul style="list-style-type: none"><li>National Resilience Taskforce provided the draft Framework scope for discussion.</li><li>Members indicated that the draft Framework scope may be both too broad and too narrow and suggested extending scope beyond a focus on built environment to include social and environmental factors.</li><li>National Resilience Taskforce will provide digital copy of revised draft scope to members for any additional feedback out of session.</li></ul></li></ul>	Agenda Paper 3 Terms of Reference (revised)

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Item	Title and outcome	Agenda Paper
	<ul style="list-style-type: none"> <li>Members agreed that:               <ul style="list-style-type: none"> <li>The Framework will focus on risk reduction.</li> <li>Risk reduction is one important component of work to be progressed in pursuit of Australia's existing national resilience agenda.</li> <li>The Framework will honour the parameters set out in the Prime Minister's letter of 8 January 2018 to First Ministers.</li> <li>At an appropriate time, the Steering Committee will provide advice to ANZEMC on potential opportunities for - and the focus of - an update to the National Strategy for Disaster Resilience.</li> </ul> </li> <li>Members requested revisions to the Terms of Reference to outline the potential role of the Steering Committee in advising on future funding arrangements.</li> <li>National Resilience Taskforce will circulate the Terms of Reference to the Steering Committee members out of session for endorsement.</li> <li>Members to provide advice to National Resilience Taskforce on whether any additional components are missing from and could be built into the Framework (<b>by 1pm Tuesday 7 August as agreed at the meeting</b>).</li> </ul>	
5.	<p><b>Framework development, consultation and authorisation timeline</b></p> <ul style="list-style-type: none"> <li>National Resilience Taskforce presented a draft timeline for members' review and feedback.</li> <li>Members requested greater clarity on the division of responsibility for consulting on a Draft Framework.               <ul style="list-style-type: none"> <li>Members are comfortable for the National Resilience Taskforce to lead consultation with policy sprint attendees and the private sector.</li> <li>Members agreed to consult within their jurisdictions once the Steering Committee is comfortable that the Framework is robust enough.</li> </ul> </li> <li>National Resilience Taskforce committed to ensuring the Framework is presented in a well-designed format before being circulated for consultation.</li> <li>National Resilience Taskforce will circulate revised timeframe for members' review out of session.</li> </ul>	<p>Agenda Paper 4</p> <p>Proposed authorisation timeline</p>
6.	<p><b>Draft National Risk Reduction Framework Review</b></p> <ul style="list-style-type: none"> <li>National Resilience Taskforce provided a summary of feedback received in the Framework development teleconferences and outlined how feedback had been used to develop V3 of the Draft Framework.</li> <li>Members agreed to provide feedback on V3 Draft Framework and responses to the following questions by <b>1pm Tuesday 7 August</b>:               <ul style="list-style-type: none"> <li>Is the strategic intent of the strategies correct? If not, what is the intent?</li> <li>If it is correct, do the strategies as drafted do justice to that intent? If not, how do we revise to ensure they do?</li> </ul> </li> </ul>	<p>Agenda Paper 5 – V3 Draft Framework</p>

Item	Title and outcome	Agenda Paper
7.	<p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>• Members agreed that the Steering Committee is working to two immediate major milestones:               <ul style="list-style-type: none"> <li>○ Circulating a semi-polished Draft Framework to wider audiences for consultation as soon as possible.</li> <li>○ Arriving at a Draft Framework robust enough that it may inform discussions on funding arrangements</li> </ul> </li> <li>• Steering Committee 6 will be held on Wednesday 29 August in Sydney.</li> <li>• Once member feedback on V3 Draft Framework is received on Tuesday 7 August, the National Resilience Taskforce will set up further teleconferences to further develop and refine the Framework.</li> </ul>	
8.	<b>Other business and close</b>	



# National Steering Committee for Disaster Risk Reduction - Meeting 6

## Outcomes

**Date:** Wednesday 29 August 2018

**Time:** 10:00AM – 4:00PM AEST

**Location:** Novotel Darling Harbour, 100 Murray Street

**Chair:** Mr Mark Crosweller AFSM, Head of the National Resilience Taskforce, Department of Home Affairs

Item	Title and outcome	Agenda Paper
1.	<b>Welcome</b>	
2.	<b>Terms of Reference</b> <ul style="list-style-type: none"><li>Steering Committee members endorsed the Terms of Reference (see <b>Attachment A</b>).</li></ul>	Terms of Reference
3.	<b>Overview of feedback on version 3 Framework and evolution to version 4 draft Framework</b> <ul style="list-style-type: none"><li>The National Resilience Taskforce two major revisions: inclusion of 'five year outcomes' for each priority and re-establishment of 'governance' as a fourth priority.</li></ul>	Version 4 draft National Disaster Risk Reduction Framework
4.	<b>Version 4 draft Framework</b> <ul style="list-style-type: none"><li>Steering Committee members advised that there were no major impediments in the Framework, but that work was needed to refine and improve the structure of the Framework. Feedback received at and since this meeting is outlined at <b>Attachment B</b>.</li><li>Steering Committee members agreed that it is important for policy sprint attendees to see how their recommendations informed development of the Framework, but agreed that a list of actions suggested at the sprint should not be included in the Framework document itself.</li><li>Steering Committee members indicated that consideration should to be given to how Framework implementation will be governed.<ul style="list-style-type: none"><li>Steering Committee members discussed the possibility of developing an implementation plan for the Framework and agreed to explore this further.</li></ul></li></ul>	Version 4 draft National Disaster Risk Reduction Framework
5.	<b>Additional presentation: strategic risk assessment</b> <ul style="list-style-type: none"><li>The National Resilience Taskforce presented early thinking on a project to explore strategic risk assessment.</li></ul>	



	<ul style="list-style-type: none"> <li>The National Resilience Taskforce agreed to circulate a short paper on this project for Steering Committee members to consider out of session.</li> <li>QLD, WA, ACT, SA agreed to work with the Commonwealth on further scoping and progressing this project. The Bureau of Meteorology and Geoscience Australia also nominated to participate in further scoping and progressing the project. Other states and territories are invited to participate in this project at a future stage, to the extent they are able, should they wish to do so.</li> </ul>	
6.	<b>Mapping the 'golden threads'</b> <ul style="list-style-type: none"> <li>Steering Committee members agreed that the Framework is developed enough to allow jurisdictions to map existing work to Framework priorities and strategies.</li> <li>The National Resilience Taskforce (the Taskforce) will circulate a template to states and territories to enable consistent capturing of this information. Once captured, the Taskforce will incorporate this information into the Framework document.</li> </ul>	
7.	<b>Policy architecture</b> <ul style="list-style-type: none"> <li>Steering Committee members acknowledged that the Committee will soon need to clarify what advice it wishes to provide ANZEMC on how the Framework a) currently sits within the broader national strategic and policy context and b) could be situated in a revised policy context/ architecture.</li> <li>The National Resilience Taskforce will develop draft advice on current and potential future policy architecture for the Steering Committee to consider at its next meeting.</li> </ul>	
8.	<b>Framework development, consultation and authorisation timeline</b> <ul style="list-style-type: none"> <li>Commonwealth members advised that it is important for Framework development momentum to be sustained ahead of a potentially significant extreme weather season.</li> <li>Some members advised that they were uncomfortable consulting on the current draft of the Framework within their jurisdictions.</li> <li>Steering Committee members requested at least four weeks to consult on the Framework within their jurisdictions.</li> <li>Steering Committee members acknowledged that the Australia-New Zealand Emergency Management Committee, the Ministerial Council for Police and Emergency Management, and the Ministerial Council's senior officials group sought updates on this work at their respective upcoming meetings.</li> </ul>	Draft timeline
9.	<b>National Disaster Risk Information Services Capability (NDRISC)</b> <ul style="list-style-type: none"> <li>Steering Committee members queried whether an NDRISC or equivalent capability could lead to reliance on data and information and lead to liability issues. <ul style="list-style-type: none"> <li>The National Resilience Taskforce advised that these issues are being considered and will be worked through in greater detail.</li> </ul> </li> </ul>	Discussion paper: NDRISC

10.	<p><b>Australian Vulnerability Profile</b></p> <ul style="list-style-type: none"> <li>Steering Committee members enquired as to the relationship between the Australian Vulnerability Profile and the Framework. <ul style="list-style-type: none"> <li>The National Resilience Taskforce committed to clarifying this in the policy architecture and in the Framework itself.</li> </ul> </li> </ul>	Discussion paper:AVP
11.	<p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>Steering Committee members agreed to provide any specific and detailed written feedback on version 4 of the Framework to the National Resilience Taskforce as soon as possible.</li> <li>National Resilience Taskforce agreed to revise the draft National Disaster Risk Reduction Framework based on verbal feedback received at Steering Committee meeting 6 (and any written feedback received by Monday 3 September) and circulate revised v5 Framework to Steering Committee members around 5 September.</li> <li>The version 5 Framework will be provided to: <ul style="list-style-type: none"> <li>ANZEMC on 10 September, for discussion at its 17 September meeting.</li> <li>MCPEM SOG for information ahead of its 24 September meeting.</li> </ul> </li> <li>The National Resilience Taskforce will continue to refine the Framework in consultation with Steering Committee members out of session, following the MCPEM SOG meeting.</li> <li>Consultation within jurisdictions, with policy sprint attendees and invitees, with targeted private sector organisations, and with MCPEM will then commence.</li> <li>The next Steering Committee meeting will be convened in late September or October; date to be determined.</li> </ul>	

## Attachment A

### Feedback received on version 4 draft National Disaster Risk Reduction Framework (verbal and written)

Please note: this list does not include detailed textual edits; where specific textual edits have not been incorporated, relevant Steering Committee members will be contacted directly.

Feedback received	Incorporated?
The narrative and structure of the document requires significant refinement.	Yes. We will also continue to refine.
Purpose and scope should be separated into two different sections.	Yes.
The Framework should outline that communities expect that governments and industries are taking action to reduce disaster risk.	Yes – see foreword.
Scope should be simplified and clarified.	Yes – focus is on foundational action needed to ensure that Australia can reduce disaster risk now and into the future.
The Framework should clarify strategies relating to quantifying losses and dealing with loss that cannot be quantified.	Yes – see revised priority 2, strategy A.
The Framework should make reference to potential for additional funds needing to be made available in future.	Yes – see revised priority 3 strategies.
The Framework should make the intended audience of the Framework clear.	Yes – see purpose.
The Framework should outline governance arrangements.	See priority 4. Further discussion is required on this – it can be further refined in future versions of the Framework.
Inconsistencies in terminology used throughout the Framework should be addressed.	Yes.
The Framework should include an 'acknowledgements' page which outlines the policy sprint process and thanks collaborators.	Yes.
The Framework could include a section outlining – for example with a diagram – how the Framework relates to other documents, guidance, and policies.	Yes – see figure 1.
The Framework could include a section which explains the types of hazards and risks that it is designed to respond to.	Yes – see purpose section.
The Framework needs to be adjusted to more explicitly support, inform and enable locally led risk reduction efforts (as outlined in Sendai).	Yes – integrated throughout, with new specific strategy in priority 4 - governance, ownership and responsibility.
Further develop the 'policy architecture'/ strategic context.	Yes – see figure 1. This is an initial diagram which requires further development, informed by further discussion among the Steering Committee. The National Resilience Taskforce (the Taskforce) will provide a discussion paper on the policy architecture to Steering Committee members later this month.
Separate out purpose and scope, and make these clearer.	Yes.



Revise priority 3, outcome 1 (now A) to ensure investment isn't only linked to national significance.	Yes.
Reinstate 'In Australia, we..' into the vision statement, as per policy sprint advice.	Yes.
Further develop and refine priority 4 strategies.	Yes.
Remove 'opportunities for action' section, and develop this into supporting document for consultation with policy sprint attendees. Instead give further thought to national action plan for Framework, informed by mapping of existing work.	Yes. Priority 4, strategy 2 (now B) has been revised to provide for a potential national implementation plan.
Refine definition of 'national significance'.	Yes – Taskforce has edited; welcome suggested further edits from Steering Committee members.
Document should outline who owns, drives and evaluates the Framework – and who has responsibility for each of the strategies.	As discussed at the Steering Committee meeting last week, the Framework is specifically designed to be implemented and owned by all sectors. Priority 4 strategies call out the need to clarify responsibilities and to establish an ongoing mechanism to oversee and provide accountability for disaster risk reduction efforts. Further Steering Committee discussion is needed around implementation of the Framework – these discussions can help refine how these questions are addressed in the Framework itself.
The Framework should more clearly articulate the audience for the Framework.	Yes – see 'purpose' section.
Document structure and flow needs improvement.	Yes – welcome further suggestions as to flow, noting further narrative refinement will continue to occur.
A professional editor should be engaged to review the document.	This is something that we can consider for the final draft of the Framework.
The narrative needs to be more compelling - giving a sense of urgency and a call to action.	Yes – see foreword and drivers for action. Welcome further suggestions as to other key messages that need to be incorporated to establish that call to action.
Reduce the number of strategies in each priority .	Yes – for priority 1 and 2
Increase quantity of strategies.	Yes – for priority 3 and 4
Simplify and streamline strategy statements.	Yes.
Specifically reference the role of communities.	Yes.
Explicitly reference resilience, as well as vulnerability.	Yes.
Remove specific reference to a 'national disaster risk information services capability'.	Yes – replaced by more general reference to risk information capabilities.
Ensure outcomes aren't inadvertently becoming outputs.	Yes – but please advise if there are particular outcomes you feel still read as outputs.
Cross check this Framework against National Preparedness Framework.	The relationship between these two documents is clarified in scope section and figure 1.



# National Steering Committee for Disaster Risk Reduction - Meeting 7

## Outcomes

Wednesday 7 November 2018

### Policy Architecture

- Members indicated that the proposed draft policy architecture, which outlines the relationship of the Framework to the broader national disaster resilience policy environment, should be revised to better differentiate the purpose of various and related national policies, strategies and frameworks.
- Members requested that the Australia-New Zealand Emergency Management Committee (ANZEMC) consider a revised draft policy architecture in conjunction with considering the National Disaster Risk Reduction Framework (the Framework) for endorsement.

**Action item:** The National Resilience Taskforce will develop a revised policy architecture, with input from state and territory representatives at the 8 November Framework revision workshop, for consideration by ANZEMC.

### Framework consultation feedback

- Members provided key points of feedback from their respective jurisdictions.
- National Resilience Taskforce summarised feedback provided by the private sector.

**Action item:** National Resilience Taskforce, with representatives attending the 8 November Framework revisions workshop, will incorporate feedback into the final draft Framework and provide to members for visibility ahead of circulation to ANZEMC members.

### Framework governance

- The National Resilience Taskforce outlined that stakeholders across all sectors are seeking an enduring sustainable mechanism for cross-sectoral engagement on and governance of efforts to reduce disaster risk.
- The National Resilience Taskforce briefed members on results of initial research into existing governance mechanisms that may meet this governance need.

**Action item:** Jurisdictions to send the National Resilience Taskforce examples of governance mechanisms/models that include both government, the private sector and communities.

**Action item:** The National Resilience Taskforce to provide further information to members on possible governance options for the Framework in coming months.

### Next Steps

**Action item:** National Resilience Taskforce to circulate final Framework in late November 2018 (completed).

**Action item:** National Resilience Taskforce to settle date for ANZEMC teleconference (completed).

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## For Official Use Only

### National Resilience Taskforce – Summary of Discussion

#### National Disaster Risk Information Services Capability (NDRISC) project

**Date:** Tuesday, 29 January 2019

**Time:** 13:00 – 15:00 (AEDT)

**Location:** ThinkPlace, Level 4, 50 Blackall St, Barton, ACT 2600

**Chair:** Mark Crosweller AFSM, Head of Taskforce, Department of Home Affairs

**Purpose:** To provide an update on planning the NDRISC pilot project and to establish:

- Commitment to work with the Taskforce on the NDRISC pilot project
- Where agencies see they fit into the work
- The level of capacity agencies are able to give
- Members of the Project Board

Agenda Item	Actions Arising	Resp
<b>Welcome and introduction to the meeting:</b> Following opening remarks from the Chair, participants agreed:  The Federal government's role and leadership on addressing systemic and national-level issues, particularly in circumstances where the Commonwealth holds much of the equity, and also has a moral and political requirement to act.  In that context, be clear on what we are trying to deliver out of this pilot project, who is the audience and at what scale – there are lots of possibilities and we need to have a focus. We need to agree on who will be the first 'cabs off the rank'.  s. 22(1)(a)(ii) (FAS, DIRDC) outlined the Taskforce: Freight and Supply Chain Strategy expectations of the pilot project:  The National Strategy is due mid-year. Stakeholder contribution to shaping the Strategy revealed security and resilience of the supply chain is a priority. Government as an investor and insurer of last resort considered the priority target audience. Suggested focus to be on the Commonwealth's interests and lifting our own capabilities. We can then be clearer about the products needed for each sector and help identify the 'public good' space.  We should steer away from 'prospective investments' instead, focus on something that already exists and limit the	 Project Initiation Documentation (PID) to articulate clear objectives and scope.  Provide further advice on the criteria for selecting the case study.  Freight and Supply Chain Strategy Taskforce to begin the process of identifying the case study and bringing relevant internal and external stakeholders along.	 Home Affairs – Taskforce  Home Affairs – Taskforce Completed  DIRDC Taskforce

Agenda Item	Actions Arising	Resp
<p>potential for political risk associated with a high profile new initiative.</p> <p>Think carefully about state and territory involvement – there is a lot we can learn from them.</p>		
<p><b>General Discussion:</b></p> <p>Emphasis on drawing together the capabilities we already have – how much of the capability can be made available to other sectors? We are not starting entirely from scratch and other models may provide insights to learn from (eg Coast Adapt).</p> <p>Explore lessons learnt from other major initiatives such as the National Water Accounts – harmonizing and navigating complex data sharing and release (took 10+ years).</p> <p>Consider periodic check-ins with Government to explore political views of the end product and navigate any potential contentions. It is important and helpful to get a cohesive and consistent narrative.</p> <p>In developing options be mindful of Budget Rules and offset requirements when presenting the Business Case. This project could provide the coherence in the narrative, which is currently missing. Potential opportunities to avoid costs could present a really strong argument.</p> <p>Important to remember if we need to work within existing resources it will take longer – additional resources can help move faster.</p> <p>Depending on scope, the timelines flagged for some data wrangling activities are of concern – need to be as specific as we can and manage what can and can't be done. Important to start with data that is already available.</p> <p>Suggestions were made for others to be involved in the Partnership Team, including BITRE, ARRB and private sector agencies as appropriate.</p>	<p>As soon as possible, schedule all dates/times for all stakeholder engagement activities.</p>	<p>Home Affairs Taskforce</p>
<p><b>Project Board:</b></p> <p>Each participant confirmed their commitment to the project and participation as the Project Board.</p>	<p>Schedule the February Project Board meeting</p>	<p>NRTF</p>
<p><b>Next Steps:</b></p> <p>The NRTF will finalise the Project Initiation Documentation, schedule the first official Project Board meeting and begin recruiting members of the project team.</p>	<p>Distribute the final draft of the PID.</p> <p>Assemble Project Team</p>	<p>NRTF</p>



## Attachment A – Attendees

AGENCY	POSITION	NAME
Department of Environment and Energy (DoEE)	First Assistant Secretary, Climate Change Division	s. 22(1)(a)(ii)
Department of Infrastructure, Regional Development and Cities (DIRDC)	First Assistant Secretary, Portfolio Coordination and Research	s. 22(1)(a)(ii)
	Policy Officer	s. 22(1)(a)(ii)
Bureau of Meteorology (BoM)	General Manager, Public Safety	Dasarath Jayasuriya
	Group Executive, Business Solutions	Kirsten Garwood (Apology) Steve Alexander (Proxy)
Commonwealth Scientific Industrial Research Organisation (CSIRO)	Head of Land and Water	s. 22(1)(a)(ii)
Geoscience Australia (GA)	Chief of Division, Positioning and Community Safety Branch Head, Community Safety, Positioning and Community Safety Division	Andrew Barnicoat
Prime Minister and Cabinet	First Assistant Secretary, Industry, Infrastructure and Environment	Helen Wilson
Department of Industry, Innovation and Science	General Manager, Strategic Policy	Wayne Calder
Australian Bureau of Statistics	General Manager, Industry Statistics Division	Jacky Hodges (via telephone)
Department of Home Affairs	First Assistant Secretary, Head of Taskforce	Mark Crosweller
	Director-General Emergency Management Australia	Rob Cameron (Apology)
	Assistant Secretary, Disaster Preparedness Branch	Luke Brown
	Director, National Resilience Taskforce	s. 22(1)(a)(ii)
	Director, National Resilience Taskforce	s. 22(1)(a)(ii)

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## National Disaster Risk Information Services Capability (NDRISC) Project Board

### Meeting Minutes: Meeting 1/2019

2-4pm, Monday 25 February 2019

ThinkPlace, Level 4, 50 Blackall Street, Barton ACT

#### ATTENDEES

AGENCY	POSITION	NAME
Department of Environment and Energy (DoEE)	First Assistant Secretary, Climate Change Division	s. 22(1)(a)(ii)
Department of Infrastructure, Regional Development and Cities (DIRDaC)	First Assistant Secretary, Portfolio Coordination and Research	s. 22(1)(a)(ii)
Bureau of Meteorology (BoM)	General Manager, Public Safety	Dasarath Jayasuriya
Commonwealth Scientific Industrial Research Organisation (CSIRO)	Principal Research Consultant, CSIRO Land and Water	s. 22(1)(a)(ii)
Geoscience Australia (GA)	Branch Head, Community Safety	Stuart Minchin
Prime Minister and Cabinet	First Assistant Secretary, Industry, Infrastructure and Environment	Helen Wilson
Department of Finance	Central Agencies and Attorney General's	Geoff Painton
Department of Industry, Innovation and Science (DIIS)	General Manager, Strategic Policy	David de Jongh
Australian Bureau of Statistics	A/g Director, Physical Environment Statistical Solutions	s. 22(1)(a)(ii)
Department of Home Affairs	First Assistant Secretary, National Resilience Taskforce ( <b>Chair</b> )	Mark Crosswell AFSM
	Assistant Secretary, Disaster Preparedness Branch, Emergency Management Australia (EMA)	Luke Brown



	ADVISORS/OBSERVERS/GUESTS/SMES	
Department of Infrastructure, Regional Development and Cities (DIRDaC)	Policy Officer	s. 22(1)(a)(ii)
NRTF	Director, National Resilience Taskforce	s. 22(1)(a)(ii)
NRTF	Director, National Resilience Taskforce	s. 22(1)(a)(ii)
NRTF	Director, National Resilience Taskforce	s. 22(1)(a)(ii)
NRTF	Assistant Director, National Resilience Taskforce	s. 22(1)(a)(ii)

	APOLOGIES	

<b>1A</b>	<b>Minutes from Last Meeting</b>	<b>N/A</b>
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This was the first meeting of the Project Board and there were no previous minutes for approval.

<b>1B</b>	<b>Outstanding Action Items – Meeting Outcomes</b>
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There were no outstanding action items for review.

See Attachment A for full list of action items arising from this meeting.

<b>2</b>	<b>Update on government decisions on the NDRISC</b>	<b>Noted</b>
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- Home Affairs provided an update on government decisions.
- The Taskforce is scheduled to conclude on 30 June 2019 and will transition to Emergency Management Australia, Department of Home Affairs.
- The Taskforce is looking to engage an Executive Level 2 to lead the Project Team and is in discussions with the BoM about potential candidates.

The Project Board **noted** the update.

<b>3</b>	<b>Update on government decisions on the National Freight and Supply Chain Strategy</b>	<b>Noted</b>
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- The Department of Infrastructure, Regional Development and Cities (DIRDaC) advised the Project Board that there were no new government decisions to report.
- DIRDaC noted some watch points relevant to NDRISC
  - The Transport and Infrastructure Council members are scheduled to consider the Freight Network and Supply Chain Strategy and action plan in June 2019.

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- The Commonwealth has agreement to the draft strategy and approach to the draft action plan will inform the engagement arrangements with the States and Territories.
- The proposed Commonwealth contribution to the action plan is relevant to the NDRISC pilot project.

The Project Board **noted** the update.

<b>4</b>	<b>Project Documents</b>	<b>Approved</b>
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- Home Affairs (NRTF) submitted the project documentation for approval including:
  - Project Initiation Document (PID)
  - Forward Work Plan and
  - Risk Register.
- The Project Board **approved** the project documentation subject to the following changes:
  - The inclusion of a statement in the PID clarifying the work of the project; and
  - Clarification in the documentation that the objective of establishing a 'level playing field' should be standards based.

#### Selecting a case study

- DIRDaC noted a pilot considering the resilience of the freight network would require at least two angles to be examined:
  - A broad approach to risk; and
  - A particular area of the freight network.
- DIRDaC suggested the East West rail line (Melbourne to Perth) for the case study on the following grounds:
  - Part of the line is owned by the Australian Rail and Track Corporation which is in turn a government owned statutory corporation. This provides an opportunity for a case study involving a Commonwealth asset.
  - The line goes through the port and the type of freight is mostly non-bulk (bulk is mostly grain and minerals and is instead more containerised freight). This provides an opportunity to consider intersecting dimensions of the network (road, rail and maritime) and involve corresponding stakeholder interests.
- Home Affairs noted that the scenario workshops would identify relevant issues and that the case study developed could consider a range of specific policy questions such as data ownership, privacy and copyright, charging and the legal liabilities of the Commonwealth.

#### Stakeholders

- DIRDaC reported that they tested the language of the pilot project with the CEOs of both publicly listed and non-publically listed companies. The responses suggested that the:
  - unlisted companies did not seem to fully appreciate the importance of the long term considerations and instead focussed on short-term decision making (eg where to drive when the roads are closed).
  - publicly listed companies demonstrated a greater appreciation of the relevance of climate risk and noted that they had climate change protestors at their last AGM. Further, that tools and information would help them to discharge their obligations to consider climate and disaster risk.
- GA noted the importance of managing expectations about what is practically achievable in the context of the project pilot. It is important to clarify that the project is a pilot and that it will not produce a mature capability in the short term.
- The Project Board noted the need to manage expectations about why it is not possible to immediately build a capability including lessons learnt from previous efforts such the National Flood Risk Information Portal that tried to collate flood information that was procured by local governments but was thwarted by IP issues related to data access.

## Scope

- Home Affairs outlined that the vision of the project is to assist decision makers, including people that do not know what disaster risk data and information is available (hazard, vulnerability, exposure) because of the way data is currently managed and also to help decision makers who have legal obligations to consider climate risk.
- Home Affairs noted that the pilot project does not seek to solve all of the issues but will identify systemic issues to address concerns around data access, consistency and accuracy. It will also identify measures that could be implemented early without liberating existing data sets. Such measures could include developing and promulgating standard methods for how flood levels are calculated (although some of that would be predicated on climate risk information and further analysis is required in order to advise government on particular actions).
- PM&C noted that it would be valuable to ascertain what information Directors had access to and were using to discharge their legal obligations.
- Home Affairs recognised that it is not just data that is needed but tools, guidance and advice, because context is important, and advice and guidance will be needed to model risks for particular situations.

## Business Case

- The Project Board noted the importance of understanding what evidence will be required to inform a business case given the findings will need to inform a new policy proposal and guide further activities.
- The Project Board discussed the need for further consideration of demonstrating benefits (qualitative and quantitative) and designing metrics for evidencing each, as well as how to demonstrate through a business case that a technological capability is required.

## Role of the Commonwealth - aligning to the broader agenda

- The Project Board considered the potential role of the Commonwealth and prioritisation of information in the public good.
- The Project Board also noted the importance of understanding what is happening across the Commonwealth landscape to work out the appropriate interventions needed, including:
  - Being aligned to the Data Sharing & Release Act currently being developed by PM&C
  - Identifying nationally significant data sets, ANZLIC – agreed foundational spatial data sets between Commonwealth and the states (DIIS)
  - Climate Science Strategy (DoEE & DIIS)
  - Numerous government inquiries examining the role of government in addressing information asymmetries (Royal Commission into Banking and Finance and Northern Australia insurance inquiry) (PM&C)

## Modelling

- Home Affairs advised that the pilot would help identify the modelling needs and capabilities together with information requirements and constraints. Actual modelling is outside the scope of the project.
- CSIRO advised that conceptual models help understand how all the different aspects fit together (including, the future climate, exposure and vulnerability). Numerical and underlying statistical models/ codes and associated effort in pulling it all together runs into a policy piece.
- DIRDaC reflected that in the context of the Freight Taskforce, this would involve modelling components to understand the resilience of the freight network including how it is 'moving' at the moment and how it will 'move' in the future:
  - modelling a future scenario exposure might include: freight movements (reflecting demand from Asia, electrification of the freight system, etc)
  - modelling of a hazard that would impact on that sector (flood, cyclone, storm)
  - modelling climate risk with natural hazard - extreme meteorological events
  - how that combination impacts on the resilience of the freight network.



- CSIRO noted that it has some freight models and climate models. The pilot will help identify gaps and issues in forecasting models. Also noted that there was a role for pointing out uncertainty and providing assistance for how to make decisions in uncertainty.
- DoEE noted the pilot would likely be unable to do fine grained modelling, given the resources allocated to the project and the freight network is a large asset covering multiple jurisdictions.

#### Funding

- The Project Board recognised that the breadth of necessary activities would require resourcing, including for legal and policy analysis and to develop an architecture.
- DIRDaC noted that all departments will benefit from the insights and any eventual capability.

5	Partnership Network	Approved
<ul style="list-style-type: none"> <li>• Home Affairs advised the Project Board that the intend role of the Partnership Network is as a consultative forum to provide feedback to the Taskforce and to assist in engaging potential end users to scope the capability and its requirements.</li> <li>• The Project Board discussed the proposed list of invitees to the Partnership Network as follows: <ul style="list-style-type: none"> <li>◦ PM&amp;C suggested Home Affairs consider whether ALGA could be invited</li> <li>◦ DIRDaC suggested replacing the Australian Road Research Board / Australian Logistics Council</li> <li>◦ DIRDaC suggested a stakeholder involved in the government commissioned Freight Inquiry (i.e. Qube)</li> <li>◦ EMA suggested a developer such as Stocklands or Lendlease.</li> </ul> </li> <li>• The first Partnership Network meeting is scheduled for 1-2 April 2019</li> </ul> <p>The Project Board <b>approved</b> the list of participants for the Partnership Network.</p>		
6	Other Business	Discussed

No Other Business was raised.

Next meeting	9 May 2019
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Project Board - NDRISC Pilot Project Outstanding Action Items – Open as at 9 May 2019			
ID/Responsibility:	Title:	Updates	Status:
01/19-01  Home Affairs and DIRDaC	Government Decisions:  Home Affairs and DIRDaC to update each other/ the Board on the intersection points of what has been agreed by Government and what each can communicate to their relevant audiences.	<b>Update 09 May 2019</b> Verbal update to be provided.  This is a standing action item  <u>Meeting Outcome 09 May 2019 :</u>  Meeting Outcome to be provided at the meeting.	<b>Open</b> - Ongoing since 25 February 2019
01/19-02  Home Affairs - NRTF	Public Facing Document:  Develop an outward facing document/ standard words (what pilot doing; whether it will develop information and tools to inform assessment of natural disaster and climate risk).	<b>Update 09 May 2019</b> <b>Update from s. 22(1) on the document.</b>  This item remains open.  <u>Meeting Outcome 09 May 2019 :</u>  Meeting Outcome to be provided at the meeting.	<b>Open</b> - Ongoing since 25 February 2019
01/19-03	Update to the Project Documentation  The NRTF to update the project documentation to include: <ul style="list-style-type: none"> <li>o a statement in the PID clarifying the work of the project; and</li> <li>o clarification that the objective of establishing a 'level playing field' should be standards based.</li> </ul>	<b>Update 09 May 2019</b> Updates to the project documentation have been completed.  Recommend this item be closed.  <u>Meeting Outcome 09 May 2019 :</u>  Meeting Outcome to be provided at the meeting.	<b>Open</b> - Ongoing since 25 February 2019

**National Disaster Risk Information Services Capability (NDRISC) Project Board**  
**Meeting Minutes: Meeting 2/2019**

2-4pm, Thursday 9 May 2019

Flynn Room, Ground Floor, 111 Alinga Street, Civic ACT

**ATTENDEES**

AGENCY	POSITION	NAME
Australian Bureau of Statistics (ABS)	A/g Director, Physical Environment Statistical Solutions	s. 22(1)(a)(ii)
Bureau of Meteorology (BoM)	General Manager, Public Safety	Dasarath Jayasuriya
Commonwealth Scientific Industrial Research Organisation (CSIRO)	Behaviour Systems Scientist	s. 22(1)(a)(ii)
Department of Environment and Energy (DoEE)	Assistant Secretary, Climate Change Policy Branch	Chris Johnston
Department of Home Affairs	First Assistant Secretary, National Resilience Taskforce ( <b>Chair</b> )	Mark Crosweller AFSM
Department of Industry, Innovation and Science (DIIS)	General Manager, Strategic Policy	Wayne Calder
Department of Infrastructure, Regional Development and Cities (DIRDaC)	First Assistant Secretary, Portfolio Coordination and Research	s. 22(1)(a)(ii)
Geoscience Australia (GA)	Division Head, Positioning and Community Safety	Andrew Barnicoat

APOLOGIES		
DEE	First Assistant Secretary, Climate Change	Kristin Tilley
Department of the Prime Minister and Cabinet (PM&C)	First Assistant Secretary, Industry, Infrastructure and Environment	Helen Wilson

ABS	General Manager, Industry Statistics Division	Jacky Hodges
Department of Finance (Finance)	Central Agencies and Attorney General's	Geoff Painton
Department of Home Affairs	Assistant Secretary, Disaster Preparedness Branch, Emergency Management Australia (EMA)	Luke Brown

ADVISORS/OBSERVERS/GUESTS/SMES		
DIRDaC	Supply Chain and Freight Strategy	s. 22(1)(a)(ii)
DIRDaC	Policy Officer	s. 22(1)(a)(ii)
NRTF	Director	s. 22(1)(a)(ii)
NRTF	Director, NDRISC	s. 22(1)(a)(ii)

<b>1a. Minutes from Last Meeting</b>	<b>Endorsed</b>
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The minutes of the previous meeting (1/2019 of 25 February 2019) were **endorsed**.

<b>1b. Outstanding Action Items – Meeting Outcomes</b>	<b>Approved/Closed</b>
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Updates to open action items were **approved**.

Action item **01/19-03** was **closed**.

See Attachment A for full list of action items.

<b>2a. Freight and Supply Chain Case Study - Criteria</b>	<b>Approved</b>
<b>2b. Freight and supply Chain Case Study – Proposed Case Studies</b>	<b>Approved</b>

- Home Affairs NRTF referenced the draft report on the integrated workshop planning session held on 30 April 2019 at which the case study criteria and a proposed NDRISC supply chain and freight case study were identified.
- The Board noted that the final report from the first two scenario workshops is expected to be available at the end of May and would be circulated to members. The Board acknowledged that the project was moving toward a more practical sphere of activity through the modelling workshop.
- The Board indicated comfort with the criteria defined by the working group and noted that it was broadly consistent with the criteria defined in the project initiation document although granular enough to be applied to candidate use cases.
- The Board considered the proposed case study including the scope to introduce a range of variables and noted:



- The case study was useful to demonstrate interdependencies of a number of systems.
- The importance of including hazards such as heat.
- That there had been some last minute concerns about the case study within the working group in terms of it being potentially too narrow and not sufficiently forward looking. These concerns were discussed within the working group (via email) and BOM advised that they were not aware of any residual concern.
- The importance of including both disaster and climate risks in the modelling program of work was emphasised, i.e. modelling for natural disaster risk which may not be climate change induced
- Consideration was given to the inclusion of hydrology modelling in the Business Case.
- Discussion of low likelihood and high risk events, such as earthquakes raised awareness for future modelling consideration.
- Opportunities to draw on comparable activities were noted (i.e. ESKI). DEE advised there were a number of previous case study activities that could assist to inform this work and the business case.
- Consideration was given to other modelling options that could demonstrate a greater impact in GDP terms (i.e. mapping transport linkages in relation to economic density possibly for areas in the east or south east coast).
- There remains an interest in including Bruce Highway in the modelling work although there are also sensitives – DIRDaC will need to consider this further.
- It was made explicit to the Board that approval of this case study is not intended to exclude other options/cases if the working group determines this is needed.
- Approval is intended to provide the modelling working group confidence that the work is moving in the right direction and outputs will not be a surprise downstream.
- Reviewing archives of National Climate Change Adaptation Research Facility (NCCARF) for relevant research to support case study and modelling development was discussed.
- Review of Australian Vulnerability Profile (CSIRO) for relevant research was discussed.

The Project Board **approved** the selection criteria defined for the case study and **approved** the proposed case study (loosely titled as Bass Strait storms – noting that a more accurate reference is needed) for further refinement and use in modelling activities.

3a.	<b>Partnership Network Meeting - Preparations</b>	<b>Noted</b>
3b.	<b>Partnership Network Meeting - Key Messages and Objectives</b>	<b>Discussed</b>
<ul style="list-style-type: none"> <li>• Home Affairs NRTF updated the Board on preparations for the upcoming Partnership Network event scheduled for 28 May.</li> <li>• Consideration had been given to engaging a facilitator but the NRTF will perform this role.</li> <li>• The intention for the Partnership Network is for it to act as a consultative forum to provide feedback to the Taskforce and to assist in engaging potential end users to scope the capability and its requirements.               <ul style="list-style-type: none"> <li>○ The Board was provided with a draft agenda for the event with NRTF talking through the logic, including the use of a number of participants to introduce agenda items. These include BOM, DEE and someone from the private sector.</li> <li>○ The Board discussed how the event could be used to generate engagement; support and broaden the communication of key messages; and elucidate client requirements.</li> </ul> </li> </ul>		

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- The Board discussed the proposed list of participants and considered whether additional invitations should be extended – noting that the event was only two weeks away.
  - DIRDaC suggested a representative from Qld government.
  - This is the first of the Partnership Network events and there was scope to adjust participation over time and as required.
- **Action Item:** The NRTF undertook to circulate the participant list to members for comment.

The Project Board **noted** the updated and **discussed** the key messages and objectives.

4. Future Arrangements for the Project	Discussed
<ul style="list-style-type: none"> <li>• Home Affairs NRTF advised that much of this agenda item had already been discussed during the meeting.</li> <li>• The outcomes from the federal election could mean that there is a shifting emphasis and acceleration for NDRISC. While the design blueprint defines a vision and future state for NDRISC, there is a requirement to consider the anchor point and what an initial operating capability (IOC) would look like. This understanding is important to inform and shape discussions with government.</li> <li>• The next Project Team meeting will be devoted to considering this question and the NRTF will circulate a form of words to members for consideration before the next Board meeting.</li> <li>• <b>Action Item:</b> The NRTF undertook to circulate a form of words on the NDRISC anchor point and IOC to members for comment.</li> </ul>	

The Project Board **discussed** the future arrangements for the project.

5. Other Business	Approved
<p>No Other Business was raised.</p> <p>Project Board <b>approved</b> the inclusion of the NDRISC anchor point and IOC for in the agenda for the next Board meeting.</p>	

Next meeting	24 June 2019
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Project Board - NDRISC Pilot Project <u>OPEN</u> Action Items			
ID/Responsibility:	Title:	Updates	Status:
01/19-01  Home Affairs and DIRDaC	Government Decisions:  Home Affairs and DIRDaC to update each other/ the Board on the intersection points of what has been agreed by Government and what each can communicate to their relevant audiences.	<p><b>Update 9 May 2019</b> Verbal update to be provided.</p> <p>This is a standing action item</p> <p><u>Meeting Outcome 09 May 2019:</u> There were no new decisions for Home Affairs to report.</p> <p>There were no new decision for DIRDaC to report although noted that the Supply Chain and Freight Strategy is progressing.</p> <p>Meeting <b>approved</b> the update.</p>	<b>Open</b> - Ongoing since 25 February 2019
01/19-02  Home Affairs - NRTF	Public Facing Document:  Develop an outward facing document/ standard words (what pilot doing; whether it will develop information and tools to inform assessment of natural disaster and climate risk).	<p><b>Update 9 May 2019</b> Work has commenced on the document which draws on the NDRISC design blueprint. The document will provide a succinct, plain language account of the vision for the NDRISC together with key questions to assist in the consideration of capability options.</p> <p>A draft will be circulated to members of the project team for comment and contribution. Following this, a draft will be circulated out of session to the Project Board for comment.</p> <p>Elements of the document will be used to support discussion at the Partnership Network meeting on 28th May.</p> <p><u>Meeting Outcome 9 May 2019:</u> The meeting <b>approved</b> the update.</p>	<b>Open</b> - Ongoing since 25 February 2019



Project Board - NDRISC Pilot Project <u>OPEN</u> Action Items			
ID/Responsibility:	Title:	Updates	Status:
02/19-01  Home Affairs – NRTF	Partnership Network:  NRTF to circulate the list of participants for the Partnership Network.	<b>Update 24 June 2019</b> The list was circulated for Member comment on 13 May. All suggested additions were included in the invite list.  The first Partnership Network meeting was held on 28 May. Further consideration will be given to the conduct and timing of future events.  Recommend this item be closed.  <u>Meeting Outcome 24 June 2019:</u>	<b>Open</b> - Ongoing since 9 May 2019
02/19-02  Home Affairs – NRTF	Project Phasing:  NRTF to circulate a form of words that describe the anchor point for NDRISC and what could represent an initial operating capability.	<b>Update 24 June 2019</b>  <u>Meeting Outcome 24 June 2019:</u>	<b>Open</b> - Ongoing since 9 May 2019

Project Board - NDRISC Pilot Project <u>CLOSED</u> Action Items			
ID/Responsibility:	Title:	Updates	Status:
01/19-03  Home Affairs	Update to the Project Documentation  The NRTF to update the project documentation to include: <ul style="list-style-type: none"> <li>o a statement in the PID clarifying the work of the project; and</li> <li>o clarification that the objective of establishing a 'level playing field' should be standards based.</li> </ul>	<b>Update 9 May 2019</b> Updates to the project documentation have been completed.  Recommend this item be closed.  <u>Meeting Outcome 9 May 2019 :</u>  Item closed.	<b>Closed 9 May 2019</b>  Opened on 25 February 2019