



Australian Government
National Emergency Management Agency

Australian Institute for
Disaster Resilience 

SPOT LIGHT SERIES

Acknowledgement of Country

AIDR acknowledges the Traditional Custodians of the various lands on which you all join us from today and the Aboriginal and Torres Strait Islander people participating in this event.

We pay our respects to Elders past and present and celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters across Australia.

Housekeeping

- You will remain muted and your camera will not be activated for the duration of today's event.
- Today's event will be recorded and made available after the event.
- Please enter questions for our speakers in the Q&A function, not the chat box.
- Please use the chat box to share any thoughts or reflections during the presentation
- Please be respectful to each other when posting your comments or questions.

Welcome

John Richardson

Executive Director

Australian Institute for Disaster Resilience (AIDR)

Speaker Introduction

Mark Duckworth PSM FIPAA (Vic)

Co-Director, Centre for Resilient and Inclusive Societies (CRIS)

Senior Research Fellow, Deakin Institute for Citizenship and Globalisation

Senior Political Advisor, Faculty of Health, Deakin University

Do Governments Trust Communities? How to build and maintain trust in the age of grievance and disinformation

Mark Duckworth PSM FIPAA

Co-Director & Senior Research Fellow,
Centre for Resilient and Inclusive Societies
Deakin Institute for Citizenship and Globalisation,
Deakin University

Presentation for Australian Institute of Disaster Resilience

28 October 2025



CRIS

Centre for Resilient
and Inclusive Societies



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**CITIZENSHIP &
GLOBALISATION**



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**Trust is the glue that holds
society together**

This presentation based on two recent reports:

- Duckworth, M., Horn, C., & Grossman, M. (2024)

Do Governments Trust Communities? The Trust Flows Project Research Report.

<https://www.crisconsortium.org/trust-flows-research-project>

- Duckworth, Mark, Michelle O'Toole, (2025)

Removing barriers to trust building: Proposals to rebuild trust between governments and communities

<https://www.crisconsortium.org/removing-barriers-to-building-trust-projectpage>

“Trust is a slippery concept – entire books have been written to try and pin down its precise meaning...”*

- Trust is a social construct with many characteristics. Sociologists, psychologists, economists and those working on systems theory have developed many theories.
- The issue of trust has been central to many important thinkers of the past few decades including: Anthony Giddens; Ulrich Beck; Francis Fukuyama; Robert Putnam, Onora O'Neill.
- There is a vast literature on the epistemology of trust.

* S Parker et al, 2008 *State of Trust: How to build better relationships between councils and the public*, London: Demos, 2008, 3

What is trust?

- It is based on emotion and on experience and evidence. It requires a reciprocal relationship with the parties and includes a number of characteristics:
 - **predictability and reliability;**
 - **confident expectation of future action;**
 - **being vulnerable.**
- Trust acts as a “protective cocoon”. (Anthony Giddens)
- Trust requires those involved open themselves up a degree of vulnerability and “provides a vital way for social beings to deal with risk, uncertainty and complexity”.*
- It can be broken when one party does not act in accordance with expectations. Trusting someone therefore involves risk as the trust may prove to be misplaced and the “protective cocoon” may fail to protect.
- *P Cadwell, ‘Trust, distrust and translation in a disaster’, *Disaster Prevention and Management*, Vol. 29 No. 2 2020, p. 158

What do we mean by “flow”

Trust flows:

Vertically: such as between governments and institutions and communities and individuals; and

Horizontally: between communities and individuals.

Reciprocity is key to a trust relationship. Trust needs to flow both ways.

trust is not a static variable but rather “a multisystemic and dynamic process of flows.” Michele Grossman (2021)

“Resilience to Violent Extremism and Terrorism: A Multisystemic Analysis” in M Ungar (ed.) *Multisystemic Resilience Adaptation and Transformation in Contexts of Change*

Who are Governments speaking to?

- **Geographical communities:** may have recognised geographical boundaries such as suburb or towns, street or apartment block. The community is likely to be affected by the same type of natural hazard (such as fire or flood.)
- **Communities of interest:** are generally people voluntarily doing something together to achieve a common purpose through a shared interest or work, such as sports clubs, parent groups, faith groups, online communities and business groups. Members of these communities.
- **Communities of identity:** consist of people who have affiliations as a result of their shared culture such as religion, language, customs, sexuality, gender, disability etc.
- **Communities of circumstance:** are created when groups of people are affected by the same incident, such as a train crash, and may form a community in the aftermath of an event.
- **Online communities:** the internet, digital and social media is becoming the primary means of social and civic connection
- ***Government agencies are also communities with their own culture.***

Trust involves risk. It is “a risky investment”

- “So trust is ultimately a kind of gamble, a risky investment that we make every day to manage our lives in a complex and unpredictable world.
- It is also an emotionally charged investment, because to trust someone is to expose ourselves to the possibility of betrayal.”
- This may be why Governments find trusting so hard.

BUT

- **“The alternative to trusting is either for us to disengage from a social relationship or to attempt to use fear, control and power to force the other party to behave in a way we find trustworthy.”**

• *State of Trust*, p. 15

The trust deficit

The decline of trust by individuals in government is documented in many surveys over the past 60 years.

While decline in trust in government and institutions is a worldwide phenomenon, the state of horizontal or interpersonal trust varies quite considerably across countries.

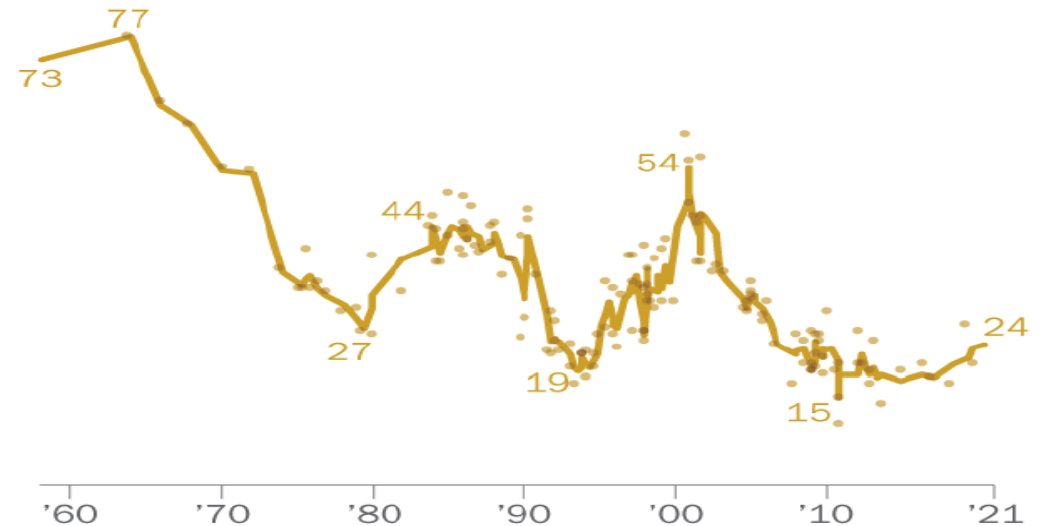
In developed countries, the trust deficit is very bad in the USA, but not quite as bad (both vertical and horizontal) in Australia, Sweden etc.

Concerns about Trust are not new:

The Pew Research Centre Trust Surveys 1958-2021

Public trust in federal government remains low

% who say they trust the government to do what is right just about always/most of the time



Note: From 1976-2020 the trend line represents a three-survey moving average.

Source: Survey of U.S. adults conducted April 5-11, 2021.

Trend sources: Pew Research Center's American Trends Panel (2020-2021), Pew Research Center phone surveys (2019 and earlier), National Election Studies, Gallup, ABC/Washington Post, CBS/New York Times and CNN polls.

PEW RESEARCH CENTER

But we now have a Trust Crisis

- **‘we find a world ensnared in a vicious cycle of distrust, fueled by a growing lack of faith in media and government.**
- **Through disinformation and division, these two institutions are feeding the cycle and exploiting it for commercial and political gain.’**

Edelman Trust Barometer (2022)

FIGURE C

Global risks ranked by severity over the short and long term

"Please estimate the likely impact (severity) of the following risks over a 2-year and 10-year period."

Risk categories

- Economic
- Environmental
- Geopolitical
- Societal
- Technological

2 years

1 st	Misinformation and disinformation
2 nd	Extreme weather events
3 rd	State-based armed conflict
4 th	Societal polarization
5 th	Cyber espionage and warfare
6 th	Pollution
7 th	Inequality
8 th	Involuntary migration or displacement
9 th	Geoeconomic confrontation
10 th	Erosion of human rights and/or civic freedoms

10 years

1 st	Extreme weather events
2 nd	Biodiversity loss and ecosystem collapse
3 rd	Critical change to Earth systems
4 th	Natural resource shortages
5 th	Misinformation and disinformation
6 th	Adverse outcomes of AI technologies
7 th	Inequality
8 th	Societal polarization
9 th	Cyber espionage and warfare
10 th	Pollution

Source

World Economic Forum Global Risks
Perception Survey 2024-2025.

The decline of trust in government and the institutions of civil society is one of the gravest issues facing Australia today.

- **In 2025: “Australia has slipped into distrust territory with a profound global shift to acceptance of aggressive action and deepening fears giving rise to a widespread sense of grievance”. (Edelman 2025)**
- **One reason that this is so serious is that a feeling of grievance is one of the things that fuels extremism.**

Research on extremism has shown that “extremist ideologies often offer false promises, solutions and rewards or a sense of purpose and belonging that appear to address real or perceived grievances and fill the lack of purpose and belonging” (Grossman et al. 2021, 16).

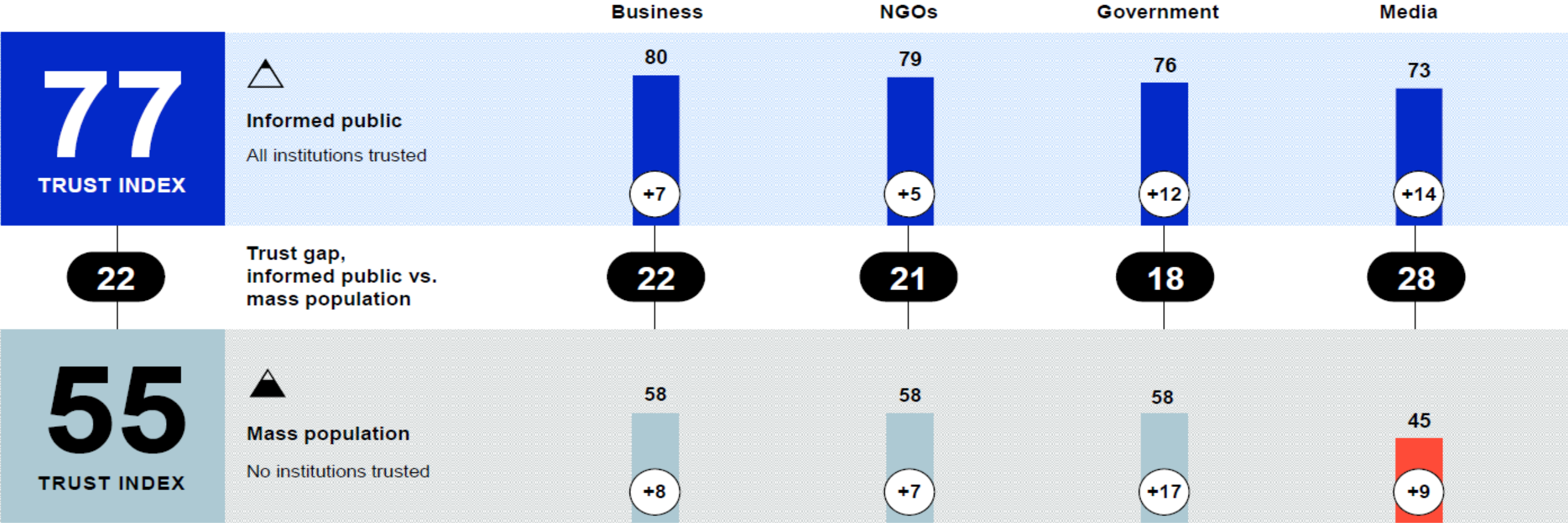
Trust is not equally distributed across all communities

- Different communities have different levels of trust in government,
- Likewise, government officials trust some communities more than others.
- Evidence that **communities that have different views from government officials and do not communicate in a way that aligns with government language are less trusted by government.**
- **The wealthy and well-educated have higher levels of trust than more disadvantaged groups. This is because they find it easier to navigate systems within government.**
- Treatment by government officials means that, for some groups in the community, distrusting government authorities appears to be a rational choice.

The data from *The Edelman Trust barometer*

TWO DIFFERENT TRUST REALITIES IN AUSTRALIA

Percent trust, in Australia

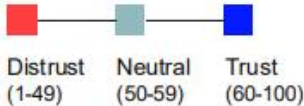


2021 Edelman Trust Barometer. The Trust Index is the average percent trust in NGOs, business, government and media. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. Mass population and informed public, Australia.

Trust Inequality: Low Income Far Less Trusting Than High Income

Trust Index

(average percent trust in business, government, media, NGOs)



Double-digit trust inequality in 22 countries,
one fewer than 2024

2025 Edelman Trust Barometer. The Trust Index is the average percent trust in business, government, media, and NGOs. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 28-mkt avg., by income. Income quartiles were determined separately for each country based on the distribution of household incomes among respondents from that country.

2025 High income (top 25%)

62	Global 28
86	Indonesia
84	Saudi Arabia
83	China
80	India
80	UAE
79	Thailand
73	Singapore
71	Malaysia
69	Nigeria
68	Kenya
65	Mexico
64	Netherlands
59	Brazil
59	S. Africa
57	France
56	Ireland
55	Canada
55	Italy
54	Sweden
54	U.S.
53	Australia 
52	Colombia
50	Argentina
50	Spain
49	S. Korea
48	UK
47	Germany
43	Japan

2025 Low income (bottom 25%)

50	Global 28
73	China
69	Indonesia
65	India
63	Saudi Arabia
60	Malaysia
60	Nigeria
60	UAE
59	Kenya
57	Singapore
55	Thailand
50	Netherlands
49	Canada
49	S. Africa
47	Mexico
44	Australia 
44	Colombia
44	Sweden
43	Brazil
43	France
43	Ireland
43	Italy
42	Argentina
41	U.S.
39	Spain
37	Germany
37	UK
35	S. Korea
30	Japan

When people do not trust the information from government or the evidence of experts, they will turn to other sources. This includes extremist messaging.

- **“Australia is on a path to polarisation, driven by a series of macro forces that are weakening the country’s social fabric and creating increasing division in society” (Edelman 2023).**

U.S.

False claims link cloud seeding to deadly Texas floods, despite "zero evidence"

By **Alex Clark, Laura Doan**

July 10, 2025 / 11:51 AM EDT / CBS News



Australia is part of the “post-truth” world

- Disinformation is increasingly difficult to challenge and refute.
- In Australia we have seen similar amplification of populist sentiment by segments of political, media and social influencers which normalizes ‘post-truth’ claims.
- This post-truth uncertainty in turn fuels the ways in which misinformation and mistrust have been leveraged by far-right extremists to sow doubt and discord in relation to Australian community cohesion.

There are:

- Declining levels of trust and confidence in government and social institutions which undermine social cohesion.
- Increasing take-up of conspiracy theories that cast particular religious, ethnic, racial or political groups as a threat to the Australian ‘identity’ and ‘way of life’ (conceived of as exclusively White and European);
- Gaps in critical and media literacy and the resulting incapacity to properly analyse and assess information, making people more vulnerable to misinformation and disinformation.

“We know that trust is a must” World Economic Forum 2021

World Leaders fear of declining trust

- “we have an epidemic of misinformation and widespread mistrust of societal institutions and leaders around the world. And the divide is widening.
- The lack of trust is apparent all around us – among voters and politicians, consumers and multinationals, and between countries and heads of states.
- This is extremely worrying. We know that trust is a must, if we are to solve the challenges we are facing as a collective.”

<https://www.weforum.org/agenda/2021/08/5-ways-to-rebuild-trust-in-a-complex-world/>

Trust is a two-way street

one of the reasons that community trust in government has collapsed is that governments often don't trust communities

Trust must flow both ways:

- not just from communities to government**
- but from government to communities.**

- A relationship of trust involves one party trusting another, and that trust being returned.**
- One key quality of trust is therefore reciprocity. For a successful trust relationship to be created and maintained it must be reciprocal**
- The question that is often asked:**
- why do individuals and communities not trust government.**

**BUT the reverse question –
do governments trust communities, and if not, why
not, is rarely asked.**

Trust is based on reciprocal interpersonal relationships

Reciprocity is the bedrock of how trust flows and is maintained between government and communities

Without trust flowing between parties there is no relationship of trust.

This applies to the relationships between government agencies and communities as much as it does for individuals.

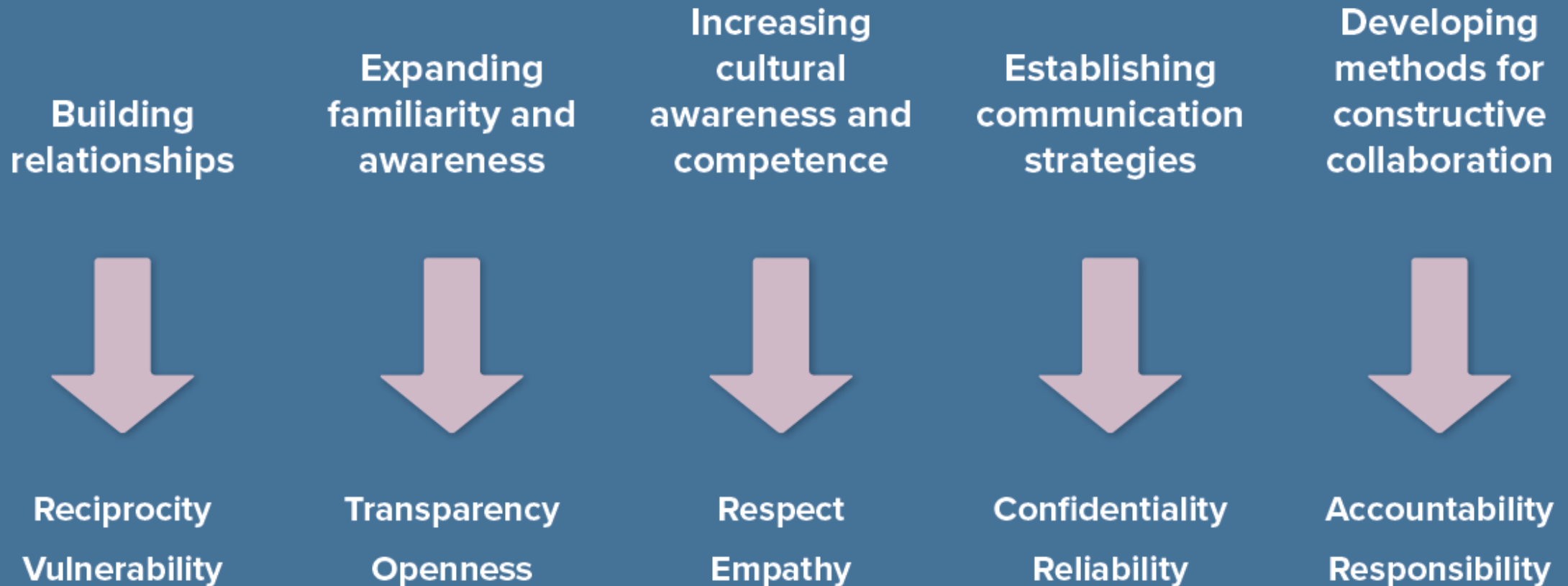
Trust is made or broken by behaviours.

If the way agencies or their employees act does not create trust, then their policies will not work. Government agencies need to be aware that how they do things is as important as what they do.

The behaviours needed to develop trust include:

reciprocity; reliability; transparency and openness; vulnerability; accountability; responsibility; respect; confidentiality, and empathy.

Government officials can build trust through behaviours and processes



Trust is central to Emergency Management

“Trust is a recurring theme that underpins healthy and strong communities. **It acts as the glue that holds different groups together, strengthens and sustains solidarity, and supports the means for collective action.**

It is crucial that partnerships are based on trust and not on fear or competition to ensure the success of the Whole Community approach. **Building social trust requires more than conventional outreach focused on “trust issues”; it requires collaborating with communities in joint activities designed to address specific local problems.”**

From: “A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action, U.S. Federal Emergency Management Agency December 2011”

Trust is at the core of a resilient community

- One of the key sections of Australia's National Strategy for Disaster Resilience is “**Empowering individuals and communities to exercise choice and take responsibility**”. This section states:
- “Increasingly, people are accessing information to make more informed judgements. Empowering individuals and communities to be more disaster resilient involves more than just providing them with information.
- **It requires the availability and accessibility of transparent, accurate and trusted sources of information in various forms, and the provision of tools to help communities understand and act on the material provided.”**

Why trusting is difficult

Hierarchy and control:

- Relationships of trust may challenge traditional structures.
- Government policy and programs are **done to** communities and not developed **with** them as partners

The benefits of trust building are difficult to cost:

- This leads to **lack of investment in social capital**.
- Benefits of investment in physical capital are easier to see and calculate.

Trusting communities is seen as too risky:

- Governments often have problems with trusting communities because of the perceived risks in letting go of control.
- Communities may come up with priorities which do not align with government priorities.

“Sometimes writing grants is not our strength, but delivery for communities is.”

(Community Leader)

Governments need to invest time in developing and maintaining relationships

- Frequent changes in personnel can stand in the way of trust as developing relationships are interrupted.
- Understanding the internal diversity within communities and government organisations helps foster trust but takes time.
- The more senior a public servant becomes, the more time they must spend with ministers and the less time they have to spend with communities.
- Some communities see the relatively junior level of officials given responsibility to community engagement as indicating that it is not seen as important.

Risk-taking and vulnerability vs control

- Trust requires both parties to be vulnerable.
- Vulnerability requires openness and the willingness to give up some control.
- **It is often difficult for government officials to take the risk to trust some communities.**
- Sometimes they are working to set timelines for delivery of an outcome that government has already set.
- Government officials feel frustration when set timelines are not met and when communities rework government's preferred outcomes.
- **It is not possible for a community to have agency or be empowered and for the process to be controlled at the same time.**
- Developing mutual approaches to shared power that acknowledge the vulnerability inherent for both communities and government in such arrangements is more likely to support robust trust relations over time.

What can be done?

It will not solve everything but:

- **both government officials and communities need to develop agreed methods to build and maintain trust.**
- Both government workers and community members can contribute towards trusting relationships by emphasising behaviours that enable trust and by avoiding behaviours that break down trust.
- These behaviours are different for government and communities due to their different roles and responsibilities.
- **Clearly governments are better resourced and need to make the time and effort to make needed change from a traditional “top-down” way of working.**
- However, methods can be identified and agreed upon to help establish mutual accountability in trust building.

There is often little training in how to build a relationship of trust with communities

- **Developing relationships of trust with communities should be regarded as a type of “trade craft” for public servants.**
- This type of training already exists for those engaged in providing humanitarian aid. Strangely, community building and connection is regarded as essential when Australian officials work with communities in other countries but less important when working to develop community resilience or post-crisis recovery within Australia.

The training should focus on behaviours through which trust is built and strengthened:

- Building and maintaining relationships
- Expanding familiarity and awareness
- Increasing cultural awareness and competence
- Establishing communication strategies
- Developing methods for constructive collaboration

Accountability requirements should be robust but not onerous

- The process and design of programs should promote innovation and be done with communities, not to them.
- Funding should meet community needs and the application processes and accountability requirements should be fair and transparent but not unduly onerous.
- Too often government grant and funding processes are very restrictive and focussed on achieving government outcomes that involve overly burdensome accountability mechanisms which some communities are not equipped to meet, creating sense of mistrust by government in community integrity.
- **There need to be innovative ways of managing accountability and evaluation that focus on what has been achieved in terms of outcomes, and not merely on how much was spent.**

Communities can help improve trust by:

- ❑ Taking on increased responsibility for their own affairs where resources permit. (*Governments may need to provide these resources in a way that allows communities to deliver on their own priorities not just government priorities.*)
- ❑ Being aware of accountability and financial transparency.
- ❑ Maintaining confidentiality of discussions with government agencies and representatives. Raising an issue with the media before it has been discussed with government officials can undermine trust.
- ❑ Understanding better government processes and limitations. Governments also have a responsibility to make available better information and training on these processes.
- ❑ Being open in their engagements and clear about their motivations.
- ❑ Acknowledging the diversity of opinions within their community.

Government can improve trust by:

- ☐ Demonstrating through actions that they value community experience, and that community empowerment and agency is real.
- ☐ Providing the resources, time and funding for relationship building.
- ☐ Delivering on promises and, if this is not possible, being transparent about why a promise cannot be fulfilled.
- ☐ Focussing on longer-term policy outcomes as much as shorter-term actions. Making announcements in a media release while discussions with community members are ongoing can undermine trust.
- ☐ Building the cultural competency, capabilities and awareness of government workers.
- ☐ Being open about potential outcomes, both positive and negative.
- ☐ Limiting personnel turnover and, where this is not possible, developing processes that enable trust relationships to survive changes in staff.
- ☐ **Increasing trust building activities**

Done properly, co-design can help improve trust:

Co-production		Responsibility for design of services		
		Government as sole service designer	Government and service users/community as co-planners	No government input into service planning
Responsibility for delivery of services	Government as sole service deliverers	Traditional government service provision	Government service provision but users/communities involved in planning and design	Government as sole service deliverer
	Government and users/communities as co-deliverers	User co-delivery of government designed services	Full co-production	User/community delivery of services with little formal/ government input
	Users/communities as sole deliverers	User/community delivery of government planned services	User/community delivery of co-planned or co-designed services	Self-organised community provision

Adapted from Carnegie Trust (2006) 'Commission for Rural Community Development – Beyond Engagement and participation, user and community co-production of services.' By Tony Bovaird, Carnegie Trust, and from NESTA (2009) 'The Challenge of Co-Production: How equal partnerships between professionals and the public are crucial to improving public services' By David Boyle and Michael Harris

Guidelines

Checklist for Processes and Behaviours that build trust.

Key Processes

Key Processes	Behaviours that build or reduce trust	Are these behaviours built into engagements with communities?
Relationship building	» Trust is often personal as well as institutional. Frequent turnover of government officials reduces opportunities to build trust. » Too often government agencies assume that communities have the time and resources to be fully involved in community-led efforts. Government agencies need to respect that community members have business, employment and family commitments.	» Are relationship-building activities well resourced? » Do government agencies and decision makers give enough time to building and supporting relationships? » Are financial and other resources available, for instance to travel to communities and engage in partnership building activities?
Building familiarity / awareness	» Communities often want to engage with someone local, who will not be going back to Canberra, Melbourne or Sydney after a few days. » Communities can be internally diverse and not all members or segments may be represented by a nominated set of community leaders.	» How well do you know your partners in the community? » How inclusive are your relationships of different voices and representatives within a given community? How consistent are you in engaging with intra-community diversity? » How well do your partners in the community know government processes, terminology, personnel, etc?
Cultural awareness and competence	» Lack of understanding by officials of cultural overlay reduces trust. » Officials demonstrating that they value community experience increases trust. » Being open about the cultural features and expectations of your own professional context increases trust.	» How aware are you of the cultural differences between your culture and those within the community you are engaging with? » Are you aware of community events, important days, customs, traditions? » What are the cultural needs, traditions, practices, and how might they affect the partnership? » Do you communicate the cultural characteristics of your own professional context?

Principles and Guidelines and Trust Checklist

Source: Duckworth, Mark, Christine Horn, Michele Grossman, (2024) *Do Governments Trust Communities? The Trust Flows Project Research Report* Melbourne: Centre for Resilient and Inclusive Societies pp. 41-47

Key Processes	Behaviours that build or reduce trust	Are these behaviours built into engagements with communities?
Communication	» Not communicating with communities between "crises" makes it difficult for officials to build trust. » Officials expecting communities to speak the language of government and understand government processes makes it difficult to build trust.	» What strategies are in place to communicate and engage with communities? » Is communication open, transparent, respectful, reciprocal and regular? » Is the terminology accessible to non-specialists? » Do you provide relevant information and collect and integrate feedback?
Collaboration	» Officials taking the time to co-design with communities, not just consult, builds trust. » Talking about "community led" but not actually letting community lead, reduces trust.	» Collaborations take place between equal partners. Are your relationships with communities collaborative? » How could collaborative structures be built or improved? » Do you know techniques for co-designing programs? » Are adequate resources and time provided to ensure fair and reciprocal collaboration?

Key Concepts

Key Concepts	Behaviours that build or reduce trust	Are these behaviours built into engagements with communities?
Reciprocity	» Officials assuming that they know what communities want and not listening to them, reduces trust. » Fostering joint responsibility, instead of assuming that government will always take the lead, can build trust.	» Reciprocity refers to a process of "give and take" in which benefits and privileges are shared and returned between parties. » What does reciprocity mean in the context of your work? » How can reciprocity be improved?
Reliability	» Officials not following through on promises made reduces trust. » One party speaking to media about issues not raised with the other, reduces trust. » Officials not setting up a sustainable way to engage with communities reduces trust.	» Reliability might mean the willingness to follow through on promises, including in communications with community. » How would you define reliability in the context of your work? » Reliability can be shown through taking time to build a reciprocal relationship.
Transparency and openness	<i>Trust can be increased by:</i> » Governments keeping communities informed. » Officials explaining how decisions are made and by whom. » Officials being willing to hear what communities are thinking and feeling	» Transparency and openness could mean clarity about decision-making processes, limitations to funding, or more. » How would you define transparency within the context of your work? » What kinds of information do you think your partners in the community need? What information should not be shared? Why? Can communities at least be given context for why they may not receive the full level of detail?
Empathy	» Officials can build trust through finding a point of engagement with community members.	» Both parties showing understanding of the aims and constraints within which the community members or government officials work.
Accountability	<i>Trust can be reduced where officials:</i> » assume that a community cannot manage money. » are more interested in announcing a program, spending money and with compliance, rather than focussing on and measuring impact. <i>Trust can be increased through officials helping communities understand importance of good governance and providing training and resources to help with this.</i>	» This relates to the willingness to deliver on promises and stick to agreements. » What does accountability mean in the context of your work with communities?

Key Concepts	Behaviours that build or reduce trust	Are these behaviours built into engagements with communities?
Responsibility	» Communities should be able to have ownership of their own destiny (agency). » However, communities also need to understand that with responsibility comes accountability.	» Empowering communities means government agencies giving up some power and being clear about the boundaries between government and community responsibilities. » Governments need to evaluate outcomes not outputs and not place overly burdensome accountability requirements on communities.
Respect	<i>Trust can be built through:</i> » Both sides being open and welcoming. » Community contributions having an influence on decisions. <i>Officials need to show respect to community leaders by not assigning more junior officials to meet with senior community leaders.</i>	» Respectful engagements are an important element in trust relationships. What are ways of showing respect in a relationship?
Confidentiality	» Being able to have open and confidential conversations builds trust.	» Confidentiality means not revealing sensitive or controversial information, including in the case of disagreement. » How could confidentiality be fostered in your relationships with communities?

Some things to consider:

- Are relationship-building efforts and activities well resourced (financially, logistically, and with staff time)?
 - Do current arrangements support meaningful engagement, including travel to communities and time for trust to develop?
- Do government agencies and decision makers allow sufficient time to build and sustain relationships?
 - Are relationship-building tasks treated as short-term or peripheral to core work?
- What strategies are in place to reduce the impact of staff turnover?
 - When key government staff leave, how can institutional memory and trust be preserved to avoid “starting from scratch” with communities?
- How can government agencies better respect and accommodate the time pressures and commitments of community members?
 - Are assumptions made about people’s availability to contribute without considering their employment, family, or cultural obligations?

Conclusion

“Reciprocity is key to the power of networks, exerting a governing logic over them – the alchemy of mutual give and take over time turning to a golden trust”.

Karen Stephenson (2004) “Towards a theory of government” in McCarthy, H, Miller P, and Skidmore, P (eds) *Network Logic: Who Governs in an Interconnected World* Demos, p.40

In Response

Dr Mayeda Rashid

Manager Capability Development and Engagement,
Australian Institute for Disaster Resilience (AIDR)



Australian Government
National Emergency Management Agency

Australian Institute for
Disaster Resilience



Q&A

Don't forget to put your questions in the Q&A function.

Event concludes

Thank you for attending today. Register now for the next AIDR webinars.



Tsunami emergency planning in
Australia Handbook Showcase
Wednesday 5 November 2025,
1.00pm – 2.00pm AEDT



The ethical premise of disaster
management leadership webinar
Wednesday 12 November 2025,
1.00pm – 2.00pm AEDT



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