



Australian Government
National Emergency Management Agency

Australian Institute for
Disaster Resilience



WEBINAR SERIES

Resilience Matters



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)



Australian Government
National Emergency Management Agency



As you go through today's webinar, ask yourself these questions:

- What's your role, and what's one decision you influence that could shift if you applied today's ideas?
- Where do you see this topic showing up in your work right now—programs, policy, ops, comms, partnerships?
- Are there barriers and opportunities you're facing in applying this—time, authority, confidence, resources, stakeholder buy-in?





Speaker Introduction

Gemma Edwards

Strategic Initiatives Lead

Bega Valley Shire Council



Australian Government
National Emergency Management Agency

The complex environment of local government decision making



The Politics of Planning



WHO: Whose job is it to 'do' resilience? And how much 'doing' do they become responsible for?



WHAT: What is actually required to 'do' resilience? What should we be focusing on?



WHERE, WHY, WHEN:

Where do we focus our resources? Why there, why that? When disaster strikes?

Local government actors have agency in our complex environment!



Pink= Internal factors that impact decision making processes typically in the orgs control

Inverted Arrows= Show where there might be feedback loops — illustrating how decisions not only respond to external changes but also actively shape the conditions we operate in. These interactions reinforce the need for a well-developed contextual understanding, with particular attention to risk management, in order to make informed, adaptive decisions in evolving environments.

i.e Economic + Legislative Factors → Financial Decision → Social Impact → Political Pressure: Increasing cost of service, living, reduced workforce and resource availability resulting in cost and responsibility shifting resulting in increased service levels required to be delivered by Council results in a financial decision to apply for a Special Rates Variation, which has influenced public opinion and put political pressure on future decisions.

What has that looked like at Bega Valley Shire Council so far?



Enabling Resilient Investment Project Overview



Pilot Project Delivered in Partnership by the CSIRO, Value Advisory Partners, and Bega Valley Shire Council



\$1.5 million Funded by the NSW Government Disaster Risk Reduction Fund (DRRF)



5 Workshops over 1.5 years with ~50 stakeholders.



Investment cases for the most resilient interventions in transport network- including economic modeling, hazard assessment, and cost-benefit analysis to advocate for multi-beneficiary outcomes and avoided costs.

So what now?

Embedding Resilience Program of Change

Objective 1:

**Improve organisations
competency and capability**

Operational Program

Objectives

- Simplify and streamline reporting and planning
- Ensure alignment in understanding and competency of processes through targeted training and clear documentation
- Enhance process efficiency by identifying and eliminating bottlenecks, automating repetitive tasks, and streamlining workflows.

Objective 2:

**Improve relationship with
community**

Strategic Program

Objectives

- Increase understanding of community expectations through regular engagement and feedback mechanisms
- Enhance community relations through effective expectation management
- Align organisation priorities cross departmentally to ensure agreed approach
- Formalise complex risk assessment pre/during/post projects
- Enable collaborative planning with cross-functional teams and shared tools

Objective 3:

**Improve consistency and proactive
risk management**

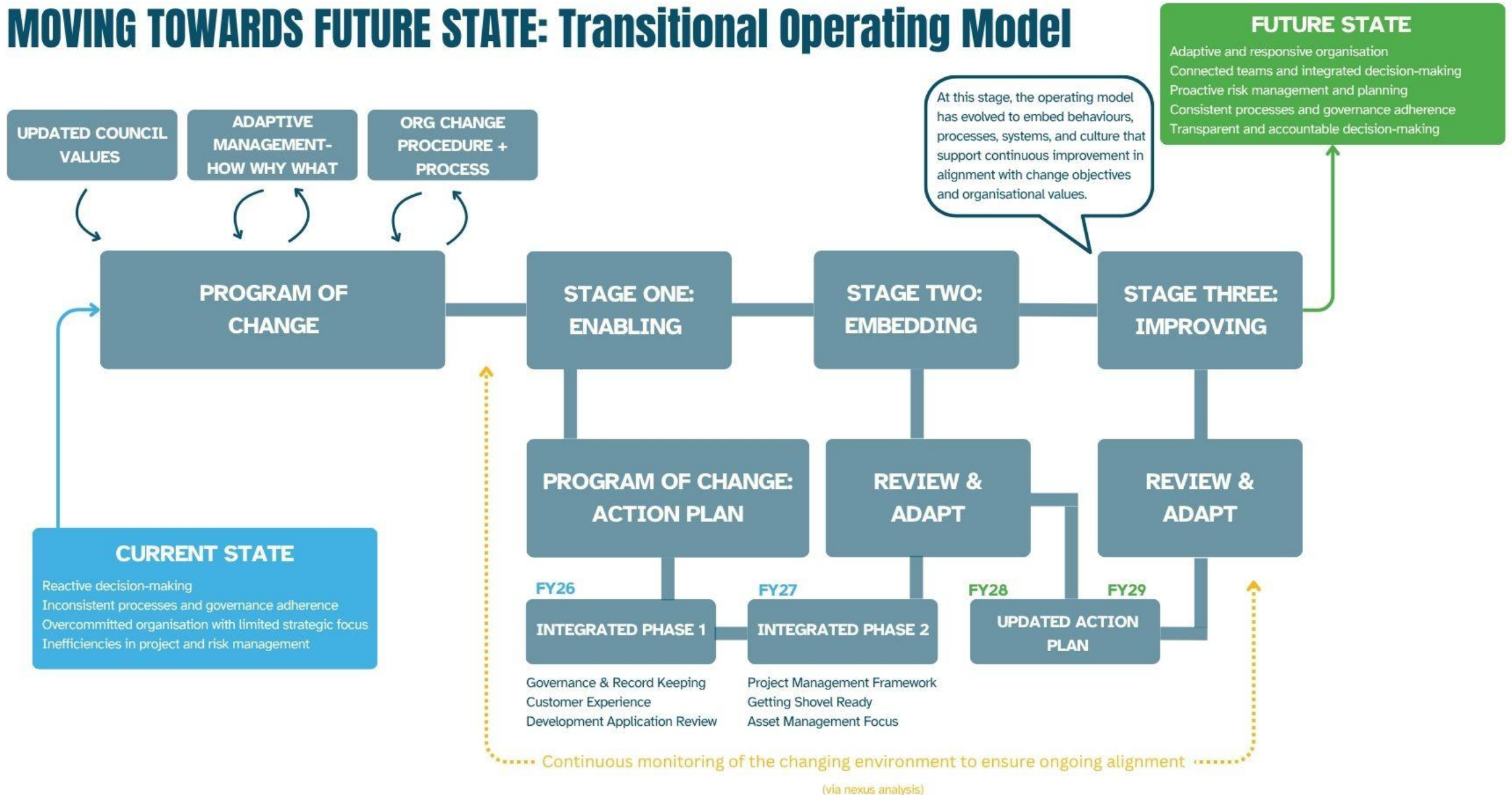
Cultural Program

Objectives

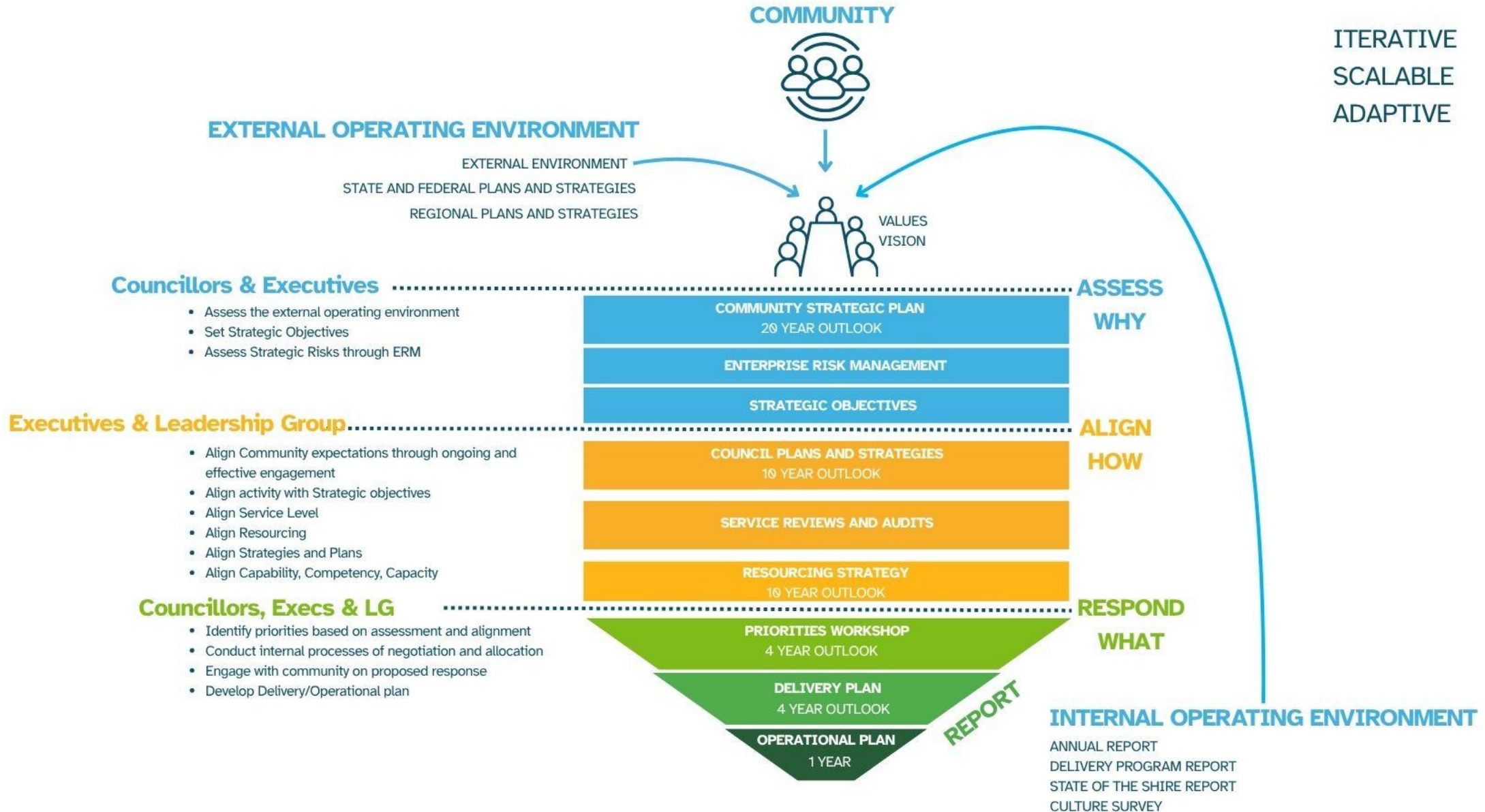
- Develop a culture of consistency and proactive risk management by standardising decision-making processes
- Foster connected and collaborative planning by integrating diverse perspectives and teamwork
- Cultivate responsiveness and adaptability through flexible practices and proactive change engagement
- Embed contextual consideration in decision-making, ensuring relevance to organisational and community contexts

Priorities Workshop & Action Plan

MOVING TOWARDS FUTURE STATE: Transitional Operating Model



Refined Decision Making Framework: Future State Operating Model



How Projects are Prioritised and Funded During Budget Development (Future State)

INPUTS
(WHY)

COMMUNITY

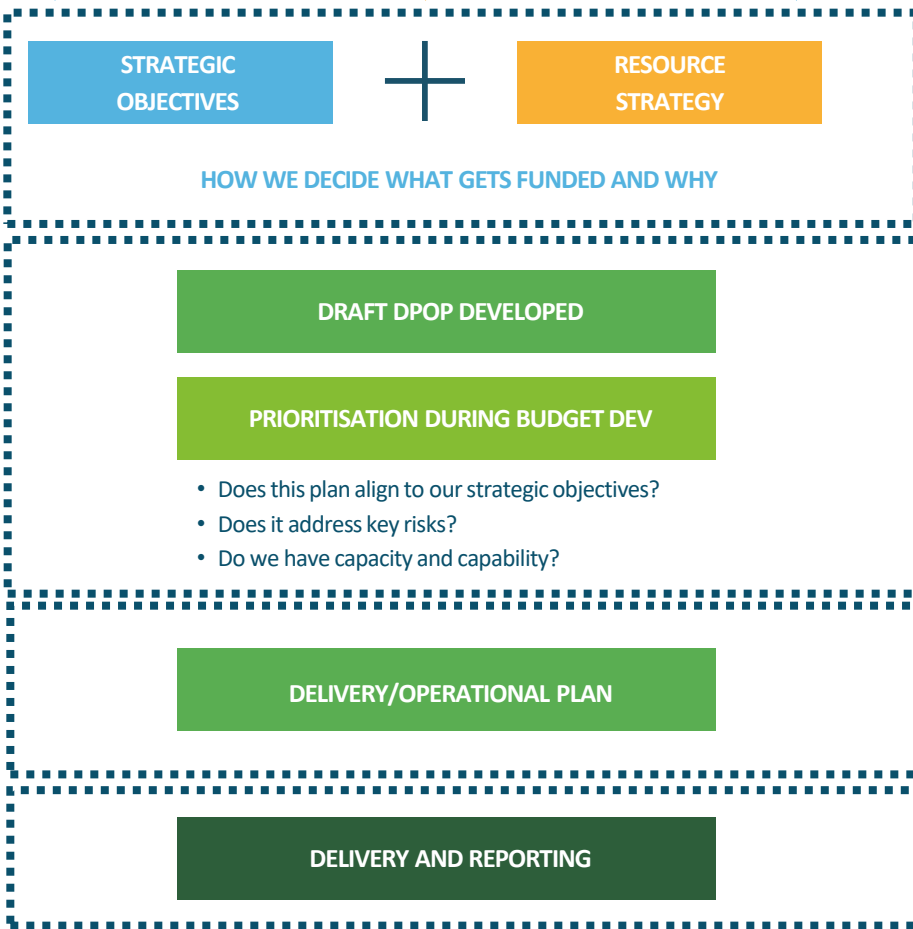
- CSP (20-year outlook)
- Community satisfaction survey

INTERNAL

- Delivery Program / State of the Shire
- Service Reviews
- Enterprise Risk Mgmt

EXTERNAL

- State & Federal priorities
- Regional strategies



How Projects enter and move through the system

← **PROJECTS ARE PROPOSED BASED ON THIS CONTEXT**

← **PROJECT ENTER VIA BOSSCARD IN PULSE (PRE-INITIATION)**

- Projects are prioritised based on strategic alignment, risk, and available capacity.
- Ideas submitted via BOSSCARD
- High-level business case (proportionate)
- Used to test value, alignment, and risk
- Feeds into prioritisation
- Available capacity beyond BAU?
- *****What are we NOT doing? and why? *****

← **PROJECTS APPROVED IN PULSE AND PROGRESS TO PLANNING**

← **PROJECTS TRACKED IN PULSE AND MONITORED THROUGH RELEVANT TIERING REPORTING REQUIREMENTS - MONTHLY, QUARTERLY**

How Projects are Prioritised and Funded **Outside of Budget Development** (Future State)

INPUTS
(WHY)

COMMUNITY

- CSP (20-year outlook)
- Community satisfaction

INTERNAL

- Delivery Program / State of the Shire
- Service Reviews
- Enterprise Risk

EXTERNAL

- State & Federal priorities
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STRATEGIC OBJECTIVES + **RESOURCE STRATEGY**

HOW WE DECIDE WHAT GETS FUNDED AND WHY

DECISION
(HOW)

CHANGE TRIGGER

Emerging risk/issue, New opportunity, Policy/regulatory change, Councillor request

REQUIRES
LEG REVIEW
AND
APPROVAL

PRIORITISATION

- Does this plan align to our strategic objectives?
- Does it address key risks?
- Do we have capacity and capability?

DELIVERY
(WHAT)

DELIVERY/OPERATIONAL PLAN

DELIVERY AND REPORTING

How Projects enter and move through the system

PROJECTS ARE PROPOSED BASED ON THIS CONTEXT

PROJECT ENTER VIA BOSSCARD IN PULSE (PRE-INITATION)

- Why now?
- What changes?
- Impact on existing plan?

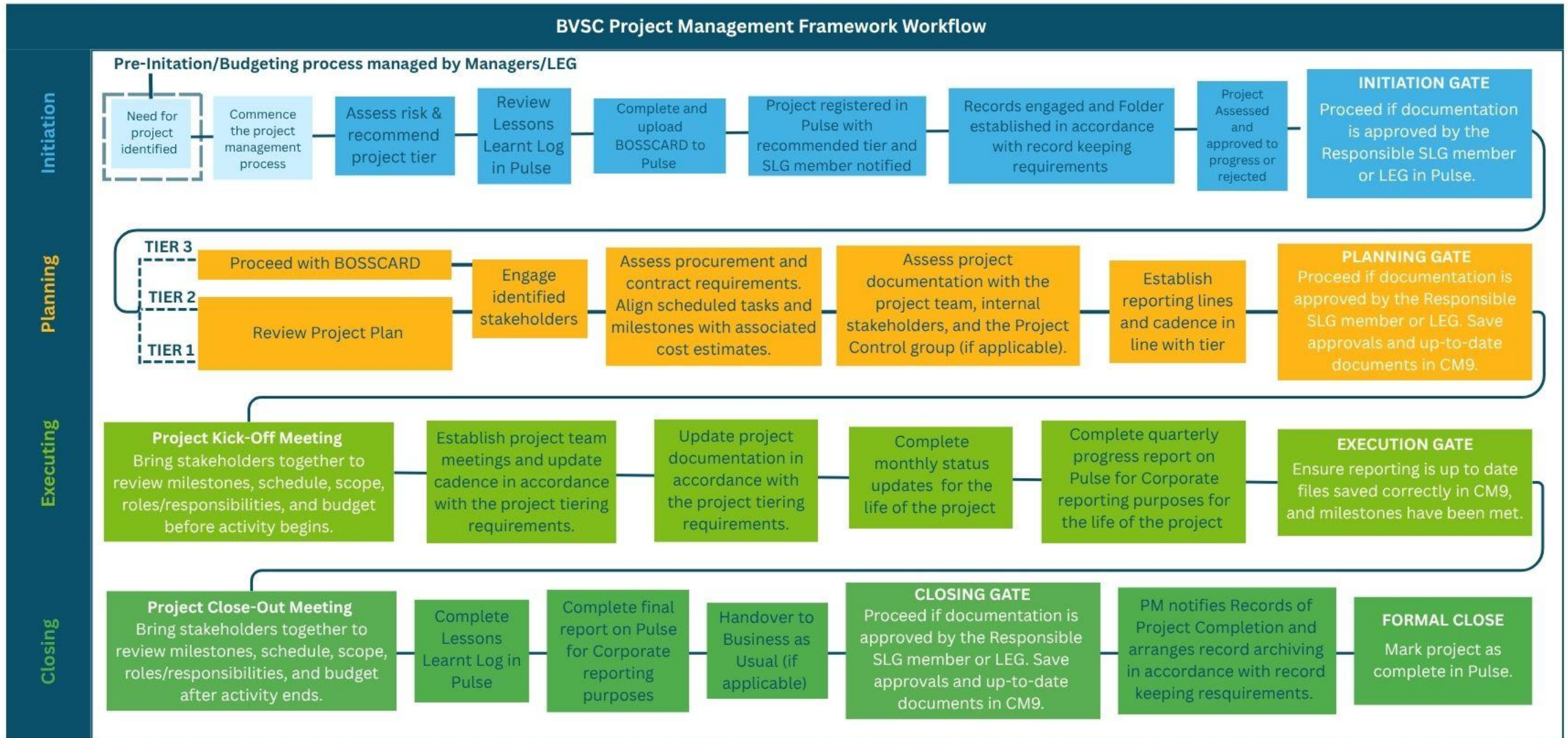
TRACKED VIA PULSE INITATION PROCESS

- What is the TRADE OFF?
- What are we not doing or delaying?
- What resources are being reallocated?
- What is the impact on current commitments?

PROJECTS APPROVED IN PULSE AND PROGRESS TO PLANNING

PROJECTS TRACKED IN PULSE AND MONITORED THROUGH RELEVANT TIERING REPORTING REQUIREMENTS - REPORTING OCCURS MONTHLY, QUARTERLY

Updated Project Management Workflow



Good Data, Good Decisions Workshops- Examples of outcomes

W1 Outcome: Shared Challenges

System Reform with Guardrails

How might we simplify and connect systems to reduce duplication without creating red tape?

Capability & Clarity

What support, training, or visibility would give staff confidence in their roles and decisions?

Governance Alignment

How might we make priorities and decision pathways more visible and predictable?

Accountability & Authority

How can we ensure people have the access, approvals, and data they need to deliver responsibly?

Trust in the Process

What communication and follow-through mechanisms will prove this reform is different?

W2 Outcome: Co-designed Solutions

Problem 5: Inconsistent knowledge sharing and siloed information

Knowledge sharing varies widely. Processes differ without rationale. Long-tenured staff rely on experience, while newer staff struggle.

Impact: Confusion about “who does what,” inefficiencies, silos, limited career visibility, and inconsistent recognition.

Insight: Knowledge gaps are structural. Without systematised knowledge sharing, the organisation becomes dependent on tenure rather than process.

Solutions

Induction, Training & Knowledge Sharing

- Short “Lunch & Learns,” peer mentoring, and internal rotations.
- Clear induction that includes “where information lives.”

SOPs & Consistency

- SOP Working Bee to document processes.
- Make SOPs easy to find.
- Link SOPs to systems, policies, and responsibilities.

Barriers to overcome:

- Knowledge hoarding or inconsistent sharing
- No shared repository of organisational knowledge
- Inconsistent training
- Lack of clarity around what needs documentation
- Lessons aren’t systematically captured or shared
- Limited time for documentation or reflection
- No structured approach to improvement practice

W3 Outcome: Sequenced and grouped solutions

Program	Step	Solution	Solution Theme
Corporate induction and training	1	Updated Corporate Induction	Induction Training Knowledge
Corporate induction and training	2	Develop section-specific induction modules with clear onboarding steps.	Induction Training Knowledge
Corporate induction and training	3	Include contact lists and delegations in induction materials.	Induction Training Knowledge

Example of the updated procedure content

Planning Phase

Step 6: Collaborate with the project team, internal stakeholders, and (if applicable) the Project Control Group to develop appropriate documents, based on approved project tier

Responsible: Assigned Project Manager

Output:

- **Tier 1 & 2:** Project Plan
- **Tier 3:** BOSCARD with adjustments if necessary

Step 7: Assess procurement and contract requirements, ensuring compliance with Council policies and procedures if applicable

Responsible: Assigned Project Manager

Output: Procurement and Contract documentation (if applicable)

Step 8: Establish regular project team meetings and set the meeting cadence as recommended for the approved project tier.

Responsible: Assigned Project Manager

Output: Project team meeting schedule

Step 8: Review and finalise project planning documentation.

Responsible: Assigned Project Manager

Output: Completed project plans

Step 9: Save all planning documents, in the project folder in CM9 using the required file structure. Upload all required documents relevant to the approved project tier to Pulse for approvals to progress

Responsible: Assigned Project Manager

Planning Gateway

Planning is complete when the responsible SLG member or LEG member has reviewed and approved the documentation in Pulse, and has signed off that all up-to-date documents are saved in CM9.

Responsible: LEG, SLG

Output: Refer to planning gate checklist

Planning Resources

Template: Project Management Plan Template
Procurement Assessment Template

Tools: [Pulse](#) , [CM9](#), [Microsoft Suite](#), [Project Tiering](#)

Guidance:

[How to complete a Project Management Plan Template](#)

[How to complete/update a budget template](#)

[How to prepare a project schedule and milestones](#)

[How to assess procurement and contract requirements](#)

[Project Tiering guidance document](#)

[CM9 file structure requirements](#)

Planning Gate Checklist

- Project Plan (Tier 1) / Project Brief (Tier 2) / BOSCARD (Tier 3) completed and approved
- Updated budget template completed and approved
- Project schedule and milestones prepared and approved
- Procurement and contract assessment completed (if applicable)
- Project folder established in CM9 and all relevant documentation, emails, and approvals saved
- All required planning documents uploaded to Pulse for approval
- Project team meetings and cadence established as per tiering requirements
- Documentation reviewed and approved by responsible SLG member or LEG

So whats next?

- Plans and Strategies Review
- Ongoing improvements to service review frameworks, organisational change management, decision making frameworks and mechanisms for prioritisation

Something different



Flexible and adaptive funding structures



Structural reform and systemic changes



Mindset, motivations, behaviour



Speaker Introduction

Jason Collins

Coordinator of Emergency Management

Maribyrnong City Council



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3Rx2

Roads, Rates and Rubbish ?

WHY LOCAL GOVERNMENT SITS AT THE CENTRE OF EMERGENCY MANAGEMENT'S FUTURE

KEY QUESTIONS

Are state and federal emergency management arrangements and systems still fit for purpose?

Is local government the lead agency for future innovation in emergency management ?

THE PROBLEM WITH THE OLD STORY

-
- 'Roads, Rates and Rubbish' no longer reflects reality
-
- Community expectations of councils have shifted
-
- Local government sits at the center of disasters

WHY THE ARRANGEMENTS NEED TO EVOLVE

- Biase towards command-and-control
- Designed for short events and short timelines
- Modern disasters are prolonged and trust-dependent
- Councils remain when others leave

THE FUTURE IS LOCAL – GOVERNMENT

-
- Innovation and resilience are relational and place-based
-
- Councils already leading in practice
-
- It's all about trust

CONCLUSION

-
- Governance, funding and policy must catch up

The real question: will systems support the leadership already happening?



Q&A

Moderated by:

Dr Mayeda Rashid

Manager Capability Development and Engagement

Australian Institute for Disaster Resilience (AIDR)



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Event concludes

Thank you for attending today's webinar.

Next event:

Tickets on sale now for
Lessons Management Forum
19-21 May 2026, Brisbane, QLD



Register now.



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