



# National Resilience

*A Vision for Australia 2020 – Virtual GAP Summit*



**REPORT &  
RECOMMENATIONS**

**November 2020**







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## EXECUTIVE SUMMARY

**“The bumps in the road aren’t in the way, they are the way.”**

*‘A Vision for Australia 2020: GAP 11<sup>th</sup> Annual Summit, held online on 6 November 2020, examined the issues of national resilience and sought ways to safeguard Australia against future threats.*

Recent environmental, health and economic crises have exposed Australia’s structural weaknesses as well as highlighting individual strength and community agility in the face of challenge and change. The Summit’s participants – a select group of 120 Australian and international thought leaders, business and government executives, national and state policy makers, academics and social commentators – were invited to recommend sustainable, tangible ways to improve national resilience and plan a program of action for the GAP community over the next twelve months.

Introduced by **Catherine Fritz-Kalish**, the Summit opened with an acknowledgement of country by **Dr Ryan Pieters** and a welcome address by **the Hon. Anthony Roberts MP**, NSW Minister for Counter Terrorism and Corrections.

The Summit’s keynote speaker, Australia’s Ambassador to the USA **His Excellency the Hon. Arthur Sinodinos AO**, stressed the need for equality of opportunity and greater social inclusion to unlock the talents of Australia’s diverse citizens and communities. Better education and training will empower innovation to fuel economic recovery, while concrete steps to strengthen resilience at home and trusted trading partnerships abroad will create a more robust post-COVID world.

A series of **thought leader panels** then discussed leadership, governance and resilience issues. The **Leadership** group, chaired by **the Hon. Cr Philip Ruddock AO**, included Attorney-General of Australia **the Hon. Christian Porter MP**, Resilience NSW Commissioner **Shane Fitzsimmons**, and Israeli consultant **Shirin Herzog**. Participants were briefed on the key decisions made by the Australian Government to contain coronavirus, including the National Cabinet, border closures and proportionate lockdowns. Resilience NSW’s initiatives to coordinate the state’s response to natural hazards were explained in depth, and the factors driving Israel’s ‘start-up nation’ success were outlined.

The following session on **Governance** was chaired by **Tanya Stoianoff** of DXC Technology and featured **Elizabeth Koff**, Secretary of the NSW Department of Health; **Innes Willox**, Chief Executive of the Australian Industry Group; and **Carla Christofferson**, Executive Vice President and Chief Risk Officer of DXC Technology. The panelists traced NSW Health’s agile response to the COVID-19 pandemic, underlined the problems faced by businesses amid lockdowns and border closures, and revealed the steps one American tech firm took to support its workers as well as shift to online working. The importance of strong leadership, clear communication and a holistic people-centred approach emerged as common themes in these successful strategies.

The final session on **Resilience** was chaired by **Stephen Hayes MBE** of Gravity Group and featured the Shadow Attorney-General **the Hon. Dr Mark Dreyfus QC MP** and Air Vice-Marshal



(ret) **John Blackburn AO**, the Chairman of the Institute for Integrated Economic Research – Australia (IIER-A). Participants called for a comprehensive review of Australia’s resilience in preparation for natural hazards and geopolitical challenges, and agreed that Australian leaders should adopt a long-term bipartisan approach, informed by an independent National Resilience Institute.

In addition to these sessions, delegates enjoyed a virtual demonstration of a digital platform for national resilience, developed by **Gravity iLabs**, and a slideshow from previous GAP Summits.

In the months before the Summit, Global Access Partners, in partnerships with IIER-A and Gravity iLabs, convened a series of stakeholder consultations through **the GAP Taskforce on National Resilience**. A number of IIER-A **working groups** also discussed an integrated national resilience framework for Australia and specific issues including health, sovereign industry, education, trade and energy security. Reports from these groups informed the proceedings and recommendations of the Summit and will be published in due course.

### **About the GAP Annual Summit**

*A Vision for Australia* is an annual series of Summits which foster outcome-based engagement on key issues including productivity, infrastructure, education, innovation, job creation and future growth. GAP Summits are usually held in a State Parliament Legislative Assembly Chamber with 120 senior representatives from government, business, academia and the community. Participants debate these issues under the Chatham House rule of non-attribution and their recommendations are progressed through multidisciplinary taskforces, pilots and projects facilitated by GAP.

Summit reports of proceedings can be reviewed at [globalaccesspartners.org/think-tanks/growth-summit](https://globalaccesspartners.org/think-tanks/growth-summit).

# RECOMMENDATIONS

***“Coming together is the beginning. Keeping together is progress. Working together is success.” – Henry Ford***

Speakers and participants offered a range of actions for decision makers, stakeholders and GAP alumni to progress in 2021 across the Summit’s three themes of Leadership, Governance and Resilience. These were headlined by the call for a National Resilience Institute.

## **National Resilience Institute**

- I.** Establish an independent National Institute for Resilience to conduct research, share data and advise on state and national policy. The Institute should:
  - Develop comprehensive, evidence-based resilience frameworks which involve all sectors, including academia, business and not-for-profits, as well as State and Territory governments to bolster national and community resilience
  - Facilitate frank debate, share insights across silos and disseminate information to both decision makers and the public to improve shared awareness of current and future risks to the nation
  - Learn from military preparedness strategies to drive cohesive whole-of-government policies to improve disaster planning and management in partnership with local communities
  - Capture the success stories of the COVID-19 crisis and ensure that national resilience remains on the political agenda beyond the end of the current pandemic

## **Leadership**

- 2.** Recognise the contributions of diverse cultures to modern Australia and increase opportunities for every citizen to maximise the nation’s economic potential
- 3.** Foster a risk-based, rather than risk-averse, enterprise and public service culture and incentivise the commercialisation of research, investing in new capabilities and frontier technologies, from hydrogen power to quantum computing, to create new sources of value
- 4.** Engage Australia’s diverse communities in an honest and authentic debate and win their trust and confidence by demonstrating care for their welfare
- 5.** Discuss long-term issues of national importance in state and national politics, with a view to agreeing practical and sustainable bipartisan solutions

## **Governance**

- 6.** Maintain a National Cabinet of Federal, State and Territory leaders to accelerate and coordinate decision making on major national issues
- 7.** Develop clear communication strategies to combat misinformation, maintain public unity, and build the case for stronger resilience measures



- 
8. Allow companies to take an active social stance and support the wellbeing as well as productivity of workers in a challenging and changed environment

### **Resilience**

9. Boost domestic production of essential goods through preferential government procurement
10. Add value in supply chains, modernise workforce skills and build stronger trading relations with allied nations
11. Improve cyber-resilience, given the increased reliance on digital communications and growing threats from criminals and hostile actors
12. Develop a more resilient mindset in young people through tailored educational approaches

# ACKNOWLEDGEMENTS

## **Host**

The Hon. Anthony Roberts MP, Minister for Counter Terrorism and Corrections,  
NSW Government

## **Sponsors**

DXC Technology Australia and New Zealand  
Global Access Partners  
Gravity iLabs  
Institute for Integrated Economic Research – Australia  
Event Frog  
Open Forum

## **Summit Steering Committee**

John Ball, Alexander Benze von Fritz, Olga Bodrova, Alicia Caruso, Peter Dunne, Peter Fritz AO,  
Catherine Fritz-Kalish (Chair), Stephen Hayes MBE, Simone Pensko, Hon Cr Philip Ruddock, Dr Melis  
Senova, Prof Nara Srinivasan, Tanya Stoianoff

## **Global Access Partners (GAP)**

Benjamin Blackshaw, Olga Bodrova, Alicia Caruso, Peter Fritz AO, Catherine Fritz-Kalish, Helen  
Hull, Nicholas Mallory, Leila Maugeri



# PROCEEDINGS

## WELCOME & SETTING THE SCENE

### *Acknowledgement of Country*

**Dr Ryan Pieters**  
 Medical Student Graduate  
 University of New South Wales

Dr Pieters acknowledged the original custodians of the land and noted the resilience shown by Aboriginal and Torres Strait Islanders to persevere in a hostile land for 60,000 years. He highlighted the work of elders as role models in the Indigenous community and recounted his own grandmother's success in raising her daughter and two grandsons.

### *Introduction*

**Catherine Fritz-Kalish**  
 Co-Founder & Managing Director, GAP  
 Director, International Centre for Democratic  
 Partnerships (ICDP)



Ms Fritz-Kalish said the Summit's topic of resilience had been chosen 18 months ago and proved prescient in the light of 2020's cataclysmic events. She defined national resilience as the ability to adapt to a changing and unpredictable environment. Change is the only constant in life, and for Australia

to be resilient, every citizen must have the skills, authority and will to adapt to unprecedented and unpredictable challenges.

2020 has tested Australia's collective resilience, exposing weaknesses but also revealing incredible strength and flexibility in its systems, environment, governance and people. Ms Fritz-Kalish urged the Summit participants to pool their collective imagination, experience and wisdom and offer recommendations to improve Australia's resilience which decision makers and the GAP community can progress.

The year's events forced GAP to be agile and adapt to pandemic restrictions by embracing an online format for its annual Summit traditionally held in NSW Parliament House. Ms Fritz-Kalish praised the GAP team and the Summit's steering committee for their optimism and commitment over the last nine months, and said the new format had created opportunities for greater international engagement, with guests from the USA, Israel, Pacific Island Nations and Europe able to participate.

She stressed the need for practical recommendations which generate long-term economic benefit but also 'lift community confidence', given the importance of maintaining public morale. Lifting individuals' spirits and encouraging a sense of togetherness is the key to triggering the nation's greatest resource – the willingness of 25 million people to put aside self-interest and save water, prevent fires, socially distance and wear masks.

Ms Fritz-Kalish urged every participant to contribute their thoughts during discussion, before introducing the Hon. Anthony Roberts MP, Minister for Counter Terrorism and Corrections in NSW. Minister

Roberts has hosted every GAP Summit in NSW Parliament House for the past 11 years, and remains a staunch supporter GAP's work.

## OPENING ADDRESS

**The Hon. Anthony Roberts MP**  
**Minister for Counter Terrorism & Corrections,**  
**NSW Government**



Minister Roberts welcomed participants to the Summit and agreed that 2020 has been a year like no other. Last summer's bushfires ravaged 11 million hectares and destroyed the homes and livelihoods of many families and communities. The fires were followed by the health and economic challenges of the COVID-19 pandemic, but these transformative events have also forced leaders around the world to think differently. The Minister praised state and federal decision makers for their outstanding work and their 'strength, resilience and unrivalled persistence' in managing an unpredictable and constantly changing public health issue. These challenging times highlight the need for innovation and reinforce the need for companies, government and civil society to work together.

He hoped this remarkable year would encourage people to reevaluate the ways we can move forward together and learn from experts at this event and elsewhere. The Minister then introduced His Excellency the Hon. Arthur Sinodinos AO with the hope of hosting the next Summit at NSW Parliament House in 2021.

## KEYNOTE ADDRESS

***"Working together to create  
a more resilient Australia"***

**HE the Hon. Arthur Sinodinos AO**  
**Australia's Ambassador to the USA**

Ambassador Sinodinos welcomed the opportunity to reconnect with the GAP community and echoed the definition of resilience as the ability to adapt well in the face of adversity, trauma and other sources of stress. An economist by training, he viewed resilience before 2020 in terms of market flexibility and agility, including Australia's response to the Asian financial crisis and the resources boom, which saw the accommodation of major economic change without the 'boom and bust' policies of the 1980s and 1990s. However, he thought that the concept of resilience should now be applied in a much broader way to Australia's people and communities, encompassing the climate as well as economic potential and the nation's relationship with the USA.

National resilience ultimately relies on making the best use of the talents of every Australian. Barriers to economic participation should be reduced by promoting diversity and inclusion in the workplace and leadership positions in the public and private sectors. Ambassador Sinodinos called for better recognition of the contribution made by different cultures to modern Australia, including the Indigenous people who have proved sturdy, resilient and adaptable in forging a living from Australia's harsh and unforgiving environment for 60,000 years.

**Diversity and inclusion** generate economic benefits, as well as being a public good, and making the most of everyone's capabilities is 'a rising tide that lifts all boats'. Australia should also leverage its increasingly multicultural society to maximise the nation's international influence, and make the most of established and emerging cultural communities to build trade, investment and personal links all over the world.



**“National resilience ultimately relies on making the best use of the talents of every Australian.”**

HE the Hon. Arthur Sinodinos AO,  
Australia’s Ambassador to the USA

A more cohesive society will be a more resilient society, and equality of opportunity and social mobility will help address income and wealth disparities which, if left unchecked, can undermine trust in institutions and social unity. The Ambassador recommended the book *Why Nations Fail*<sup>1</sup> for further reading. Australian institutions should encourage, rather than inhibit, **economic mobility**, as offering people hope for a better future gives them a stake in society, increasing their willingness to pull together when required.

Social mobility and economic opportunity in turn depend on **access to high-quality education and training**. This education should not be too narrow, as personal resilience is a function of many factors, including a happy family life and a sense of self-worth, as well as the skills to manage and adapt to change in the new world of work. People need to learn how to learn and acquire general knowledge as well as specific occupational skills. These attributes include the ability to think critically in an age of information overload, be creative and empathetic, and develop other soft skills to help them understand and work with others. As one senior businessman noted some years ago, intelligence is ‘IQ plus EQ divided by two’.

These skills and attributes will generate the innovation on which Australia’s future will depend and help diversify its economy and investment opportunities. They will make this country a premier

society, arts and culture. This will further extend Australia’s comparative advantage in science and research, underpinned by a highly educated workforce, excellent institutions of higher learning, and world-class research bodies such as CSIRO, Australia’s Nuclear Science and Technology Organisation, the Institute of Marine Science, and the Australian Space Agency.

Innovation will reduce Australia’s dependence on foreign nations’ demand for our primary goods, and allow us to take charge of our economic destiny by adding value and commanding a premium in global markets by continuous improvement and adaptation to changing tastes and technologies. This in turn will require a culture that rewards risk-taking and entrepreneurship as well as competitive economic policy settings.

**Smart manufacturing** will create world-leading products in aerospace, food processing and medicine, while a less risk-averse research and commercial sector will translate academic theory into commercial practice more effectively. Australian tertiary institutions are still more cautious about commercial applications of research than their American peers, but development incentives and co-location and innovation precincts can drive a more commercial mindset in universities and encourage businesses to search for research partners.

<sup>1</sup> *Why Nations Fail: The Origins of Power, Prosperity, and Poverty*, first published in 2012, is a book by American economists Daron Acemoglu and James Robinson which summarises previous research on the factors which build strong and resilient societies.

Government can drive innovation by underwriting **long-term investments in basic research**, as Australia's large-scale science facilities generate the data and ideas that underpin inventions and new applications. NASA exemplifies this approach in the US, as its research and space activities have generated significant spin-offs in terms of new industries and earth-bound applications. Government can also invest in new and potentially world-beating capabilities such as quantum computing to build on the work of Prof Michelle Simmons AO at the University of NSW.

**Government procurement** can offer innovative new companies the sales they need to get started, but this will require a greater tolerance for failure, as not every new firm will be a success. Entrepreneurs should not be penalised for failing, if they learn from their mistakes. A risk-based culture within government as well as outside it will support entrepreneurial innovation and create the partnership required to handle climate change and other issues.

**Climate change** can be viewed as a problematic challenge to legacy industries or an opportunity to create new environmentally friendly goods and services and invest in low emission technologies, electric vehicles and battery storage. Greater demand for rare-earth batteries will benefit the mining industry, although a lower-carbon economy will have implications for communities which rely on traditional industries and energy production. Australia and other nations have managed such transitions before by empowering 'rust belt' communities to deal with change. Communities that own these changes will not be afraid to adapt to new paradigms.

Newcastle and the Hunter Valley faced the end of steelmaking two decades ago, and, once the grieving was done, their communities came together to chart a new economic future by building on local talents and capabilities. They accepted the inevitability of change, took ownership of the process, and drove their own vision of the future, aided by government support

and the University of Newcastle. Regional tertiary institutions like Newcastle and the University of Wollongong are important drivers of local growth and development through their role as hubs for innovation and specialisation to generate comparative advantage.

COVID-19 prompted debate on **supply chain vulnerabilities** and the need to produce more vital supplies at home or source them from regional allies. Similar concerns were raised in the USA, but this does not require a reversion to self-sufficiency or new trade barriers to protect inefficient local industry. The solution lies in creating new opportunities with trusted partners, including the USA, in terms of new energy technologies, artificial intelligence (AI), machine learning, quantum computing, hypersonics, aerospace, cyber-security and information warfare.

National resilience is built on personal and community resilience and working with others, including trusted partners abroad, to create a better world.

## DISCUSSION

The USA's handling of the COVID-19 crisis has been complicated and politicised by its federated system, in which 50 state governments have taken different positions and struck out in different ways. While Washington may look at changing its approach to future national crises in the light of this experience, the Federal system is deeply entrenched in the public and political consciousness, with strong protections for state powers. Different parts of the USA had sharply differing perspectives on the COVID-19 crisis, which complicated the national response. Many experts advocated coordinated national procurement of personal protective equipment (PPE), for example, but some states preferred devolved solutions to employ local knowledge and suppliers. Both President Trump and Joe Biden backed another stimulus bill to revitalise the economy during their election campaign, but improving testing and tracing has proved a formidable challenge. There will need to be further reflection on this issue, as future pandemics are inevitable.



## SESSION ONE – LEADERSHIP

### SESSION CHAIR

**The Hon Cr Philip Ruddock AO**

Mayor, Hornsby Shire Council  
President, NSW Liberal Party

### THOUGHT LEADER PANEL

- **The Hon. Christian Porter MP**  
Attorney-General of Australia  
Minister for Industrial Relations  
Leader of the House
- **Shane Fitzsimmons AFSM**  
Commissioner of Resilience NSW  
Deputy Secretary, Emergency Management
- **Shirin Herzog**  
Partner, Goldfarb Seligman & Co, Israel



Session Chair **the Hon. Cr Philip Ruddock AO** introduced the state, national and international members of the first thought leader panel, and stressed the need for proportionality in the solution of fundamental issues. Important lessons can be learned from the response to recent challenges, including fire and floods as well as the global pandemic and its economic impact. These crises have not only posed significant challenges for Australian governments and leaders, but also to the nature of federation itself.

The need for proportionality in dealing with COVID-19 and future issues was illustrated with reference to recent comments in *The Australian Financial Review* on the conflicts over state border closures and the tension between health and economic interests in imposing COVID-19 lockdowns. The initial unity of the National Cabinet has been challenged by state appeals to self-interest or populism, and the imposition of some closures and travel bans appeared arbitrary over time.

**The Hon. Christian Porter MP**  
**Attorney-General of Australia**  
**Minister for Industrial Relations**  
**Leader of the House**

Christian Porter discussed Federal decision-making during the COVID-19 pandemic before addressing future challenges. He recalled the government's realisation of the pandemic's potential scale in February 2020, and its concern that public awareness fell short of this reality. The government therefore agreed the need for spokespeople to prepare the country for potentially unprecedented measures over the months ahead, including the orders imposed through the 2015 Biosecurity Act.

Initial measures to quarantine schools, aged care centres and suburbs were met with much criticism on social media, underlining the need to explain the situation to the public. Four crucial decisions were made from April to the start of July which helped Australia navigate the pandemic, beginning with the border closure with China. This seems an obvious decision in retrospect, but was difficult at the time and based on modelling with a range of uncertain predictions. The international situation was still unclear, and the banning of Chinese students cost the tertiary education sector \$9 billion, but health was chosen as the priority.



**“We've lost all those jobs, but they are coming back, and we are on the right trajectory.”**

The Hon. Christian Porter MP  
Attorney-General of Australia

The Prime Minister's creation of the National Cabinet was the second important decision, and, while not perfect, it has worked remarkably well in terms of organisation, planning and administration compared to previous decision-making bodies at this level. The Cabinet supported the right of States to impose their own travel restrictions, but the Federal government now backs the removal of state border controls.

The third decision was the national coordination of social and economic lockdowns in affected States and Territories. The latter saw the Prime Minister persuade State Premiers to move from a 'whitelist' to a 'blacklist' model in terms of closures. This approach was more proportionate to the problem at hand and meant that States had to nominate particular sectors to shut down, with the assumption that all other activity would remain open, rather than closing down everything and offering exceptions to this blanket rule.

This change allowed the vital construction and mining industries to remain largely unaffected by the crisis, maintaining jobs and economic continuity, while closing the hospitality and leisure facilities which might help the virus spread.

The fourth and final crucial decision addressed the 450,000 spike in unemployment caused by COVID-19 restrictions. *JobKeeper* was designed and implemented quickly to help people to pay their mortgages and provide for their families while staying connected to their jobs. These \$1,500 payments required rapid amendment of the Industrial Relations Framework, the Modern Award system, the enterprise agreements system, and the Fair Work Act 2009.

Industrial relations agreements threatened to constrain businesses' ability to cope during the pandemic, as they limited the duties, hours and locations of work. This bureaucratic system works adequately in normal situations but was ill-suited to the emergency situation. The Federal government therefore took the risky decision to allow businesses using *JobKeeper* to employ its workers in more flexible ways. Relaxation of the 'span of hours' allowed white-collar employees to lawfully work for blocks of hours at home, for example, maintaining productivity while reducing social interaction and allowing for child care when schools were shut down.

A range of awards and enterprise agreements which prevented workers from being asked to undertake other duties, such as a chef pivoting to deliveries rather than in-restaurant serving, also had to be relaxed. Much of this new flexibility will be retained as businesses are weaned off *JobKeeper* and begin to recover. *JobKeeper* has supported 3.3 million employees at a cost of \$70 billion, with 900,000 businesses receiving \$3.3 billion in all. Half a million of these firms report the subsidy has been very important or vital to their survival.

These arrangements were all amended on a timely and cooperative basis with industry and union groups, raising hope that longer-term solutions could be negotiated in this way. The government's Industrial Relations Working Group is now looking at Greenfields agreements, the enterprise bargaining system, award complexity, compliance and enforcement, as well as the absence of 'casuals' from the Fair Work Act.



One long-standing problem for permanent part-time employees who work 16 hours over a standard weekly or fortnight rotation, is that employers will not offer them overtime – even if work needs to be done – because their industry’s award agreement would trigger an additional rate of pay which the employer is unwilling to offer. Greater flexibility for such workers could allow them to work more hours at the same rate, increasing their income while strengthening business growth and the economy.

Cr Ruddock thanked the Attorney-General and introduced Shane Fitzsimmons by praising his leadership as former Commissioner of the NSW Rural Fire Service and now the inaugural Commissioner for Resilience for NSW and the Deputy Secretary of Emergency management with the Department of Premier and Cabinet.

**Shane Fitzsimmons AFSM**  
**Commissioner, Resilience NSW**  
**Deputy Secretary, Emergency Management**

Commissioner Fitzsimmons outlined several leadership traits which NSW and the nation will need in the effort to build more resilient individuals and communities.

The first is authenticity, as honesty and clarity regarding what we are as a nation and the issues and challenges we face are required. Difficult problems should not be shied away from, and despite their different views and perspectives, diverse communities can be convinced of the need for greater resilience through humility and empathy. Decisions must be evidence-based, and clear and constant communication is required regarding what is known and unknown, and what measures are required.

The authorities must demonstrate they care about communities, and leadership is required to build trust and confidence across the state and nation.

Communities across NSW faced crippling drought and devastating bushfires at the turn of last year which cost the lives of 26 people, including four firefighters and three air crew. These disasters were followed by floods and COVID-19 restrictions, further affecting people’s livelihoods and mental health.

These challenges prompted the NSW Government to adopt a more comprehensive approach to disaster management and emergency planning, response and recovery by establishing a new organising body. The compounding effect of recent disaster events has proved the need for better cohesion, coordination and leadership to give confidence to citizens, communities and companies in the future.

Resilience NSW<sup>2</sup> is now an executive agency in the State Government, working with the Premier and Cabinet cluster to ensure that necessary frameworks are put in place across all government departments. The new body contemplates planning and investment, as well as responding to emergencies and supporting recovery and rebuilding after disaster events.

An independent state inquiry into the bushfire emergency offered 76 recommendations,<sup>3</sup> and the federal Royal Commission into National Natural Disaster Arrangements<sup>4</sup> provided 80 more, but community feedback has also shaped the new agency’s architecture and operations. Local, state and federal government agencies must work with communities on flood and fire recovery and preventative measures to ensure effective frontline delivery.

<sup>2</sup> <https://www.resilience.nsw.gov.au/>

<sup>3</sup> <https://www.dpc.nsw.gov.au/assets/dpc-nsw-gov-au/publications/NSW-Bushfire-Inquiry-1630/Final-Report-of-the-NSW-Bushfire-Inquiry.pdf>

<sup>4</sup> <https://naturaldisaster.royalcommission.gov.au/>



**“It comes down to authenticity – being honest about who we are and who we're not, but also about what the challenges are, and not sugarcoating things that are difficult to contemplate and plan for.”**

Commissioner Shane Fitzsimmons

The floods revealed a lack of investment by local governments in support mechanisms, for example, while the number and organisation of local emergency management officers vary from one council to the next. A more coordinated multi-agency, multi-state or national effort is required, and Resilience NSW will help improve overall strategy and on-the-ground organisation in cooperation with communities, not-for-profits and other government agencies.

It will also help local communities and councils across NSW to build a more coherent and consistent resilience culture, in line with Royal Commission's findings. It will also feed information on vulnerabilities, stresses and recovery needs from the grassroots to decision makers regarding both natural and man-made disasters. This will inform the creation of critical infrastructure, telecommunications and cyber-resilience to help individuals and communities cope with a wide range of potential disruption.

The 2019-2020 bushfire season was unprecedented, but worse is likely to come, and so preparation for such out-of-scale events must proceed, using local knowledge in detailed terms, followed by appropriate investment. Emotional and psychological healing, as well as infrastructure recovery, is required after damaging events, to help individuals bounce back and communities build back better.

Cr Ruddock thanked Commissioner Fitzsimmons and welcomed the collaborative approach he outlined, as federal, state and local authorities must work on these problems together. He then introduced Shirin Herzog, a partner in one of Israel's leading law firms.

**Shirin Herzog**

**Partner**

**Goldfarb Seligman & Co, Law Offices  
Israel**

Shirin Herzog offered Israel as the epitome of international resilience, as a small nation surrounded by potential threats. Its population of 9 million is similar to NSW, but, as then Israeli Prime Minister Golda Mayer told current US President Elect Joe Biden in 1973, its population has nowhere else to go. Much of the country is dry desert with no natural resources, but the challenges it faces draw Israelis together and are a source of resilience.

An Israeli-born citizen is called a *sabra*, from a Hebrew word for the prickly pear cactus, which has a soft, sweet centre despite its prickly exterior. Necessity is the mother of all inventions, and so Israelis have invented novel ways to ensure water security, a resource whose importance the recent drought made clear in Australia. Israel recycles water for agriculture, desalinates water, uses drip irrigation to reduce waste and sells this technology to 120 other countries – even those who deny it diplomatic relations – as the effects of climate change intensify.

Innovation is a critical part of resilience, and Israel prides itself as the 'start-up nation', thanks in part to the efforts of its national innovation agency, the Israel Innovation Authority. This body encourages Israeli firms to increase their investment in research and development. The Israel Innovation Authority's main program offers research grants which are repaid with royalties from the commercial products they generate, while other schemes encourage efforts by women and minorities. It is currently



fighting the coronavirus pandemic through fast-track incentives for small firms and near-production products.

Another program encourages Israeli institutional investors to fund young Israeli high-tech companies. Such investors tend to be conservative and shy from early-stage tech investments, missing out on high growth opportunities as a result. Although relatively new, the scheme is so far exceeding expectations. The non-political nature of the Israel Innovation Authority is a factor in its success.

Israel's National Security Council was given authority to deal with the COVID-19 crisis, but its expertise in security and defence did not extend to health or economic problems. While the Israel Defense Forces provided food and organised hotels for quarantined people, and used its elite technology units to create sophisticated monitoring systems, overall leadership in the COVID-19 crisis was tainted by political interests, and differential treatment for various sectors created social divides.

Israel's handling of climate change is another issue. While a long-term strategy to cope with its effects was approved by the government in 2018, experts warn that more action is required, as large swathes of the planet including in the Middle East will be uninhabitable within 50 to 70 years. The resultant mass migration of affected people could pose a grave threat to Israel, which has already seen how a million refugees internally displaced in Syria due to drought, were one of the causes of the Syrian war. Unfortunately, the Israeli government is yet to commit an adequate budget and take concrete actions to achieve its climate-change related goals. Solar energy and storage are examples relevant to sunny nations such as Australia and Israel, but broader leadership on these issues is required.

Politicians must look beyond immediate political wins to plan for long-term national security in the face of growing threats and problems. International cooperation will be required to build resilience on a global scale.

Cr Ruddock underlined the importance of innovation and introduced **Stephen Hayes MBE** to facilitate the discussion.

## DISCUSSION

The first speaker stressed the need for community involvement in co-designing recovery and resilience strategies, and the need for authenticity and humility in our leaders and society. The future of the Council of Australian Governments (COAG) was raised, given the creation of a National Cabinet, and links with the Rockefeller Foundation's 100 Resilient Cities scheme were urged for Melbourne and Sydney. The need for a proposed National Resilience Institute to be more than a think tank was also underlined.

The next contributor explored the making of decisions with unpredictable consequences based on uncertain data. Society's short memory after the Black Sunday bushfire disaster was recalled, alongside the need for sensible decisions in not rebuilding homes in vulnerable areas.

Another participant observed that most Victorian families were quick to adapt to online education during the COVID-19 lockdown, and some children who were struggling at school found they preferred remote learning, although others have been lost to the system. Australia should remember and retain the most successful innovations forced by the COVID-19 crisis, while returning to normal in other ways, and guard against 'collective amnesia'.



***“To strengthen our resilience on a global national and individual levels, we should all join forces and work together. Leadership is the capacity to translate this vision into reality.”***

**Shirin Herzog**  
Partner, Goldfarb Seligman & Co

Government decision-making at the onset of the crisis was based on data, instinct and judgement, and the move to close borders with China was not taken lightly. However, China had already imposed its own Wuhan lockdown by this stage, and the Australian authorities were right to err on the side of caution. While data is vitally important, some decisions must be made quickly in advance of the relatively glacial pace of expert evidence. Avoiding decisions is a decision in itself, and failing to act may not be a viable option.

It was observed that COAG tends to hesitate between different alternatives and accepts the status quo as an outcome in itself. It was a ‘bottom up’ product of the bureaucracy, rather than driven by state and national leaders, and so the more decisive National Cabinet is likely to supersede the role of COAG as a result. The National Cabinet was not designed to achieve unanimity on every point, but it has allowed key decisions to be made quickly and be stress-tested in the most difficult of times. The new arrangement has worked remarkably well, and a variation of it should continue to triage decision-making on the most important issues, with a ministerial council sitting beneath it.

The National Cabinet’s ‘X-Factor’ lay in the freedom it gave participants to abandon entrenched ideological positions to adopt practical and pragmatic policies to tackle the COVID-19 pandemic. The Prime Minister used his personal skills to encourage consistency and consensus among the states where possible, not least in the switch from a ‘blacklist’ to a ‘whitelist’ lockdown. This shift avoided the potential closure of the supermarket distribution system, as well as construction and mining. The immediate

spike in unemployment caused by COVID-19 lockdowns was a shock which suspended political ‘business as usual’ and encouraged a more collaborative, less ideological approach. Similar pragmatic cooperation will be required to support Australia’s recovery, perhaps facilitated in part by GAP’s bipartisan approach to policy discussion.

An early series of decisive choices protected Australia from the worst effects of the initial infection, and though lessons have been learned from Victoria’s ‘second wave’, further outbreaks are inevitable. It was noted that a non-partisan forum in the ACT looking at the changes in cities wrought by COVID-19 and the positive aspects to take forward has also emphasised the importance of community input and consent.

Participants were thanked for their contribution, and the session was closed.

## ONLINE COMMENTARY

Additional comments submitted online suggested a partnership with the Australian Institute for Disaster Resilience (AIDR) to build on the excellent work already completed. Others called for additional attention to climate change in the long-term planning undertaken by the proposed National Institute of Resilience.

It was suggested that the Institute should also offer practical advice for local government representatives and officials to manage the effects of strategic and climate risks in their areas, and the need to consider both natural and man-made threats was emphasised.



The need for authenticity in our leaders, culture and society, and the ways we interact with each other, also found support, as humility and empathy appear absent from public discourse. It was hoped Resilience NSW could play a role in restoring them.

The innovations in education forced by COVID-19 were praised, and participants backed the importance of remembering these lessons. Western Sydney University, for example, produced online material for regional and remote communities it would otherwise not reach.

The communication of findings from groups like this should be an ongoing process and include the general public as well as community figures, State and Territory leaders and Federal policy makers. Policy makers should adopt a new mindset of risk-tolerance, and seize the opportunity the National Cabinet creates to develop next-generation governance models. A focus on unifying issues such as national resilience and emergency response could help maintain the Cabinet’s collegiate character in the meantime.

The extent to which government support or external threats are required for innovation was raised in the context of Israel, while the need to draw in a range of sectors beyond the emergency services was also underlined. Commercial decisions and public policy may increase insurance risks for some residents, for example, who can neither afford nor affect them.

The role of leadership should be explored and emphasised by any institute, as confusion and overlap between the leaders of households, businesses, communities and government can reduce resilience and incapacitate, rather than mobilise, action.

## SESSION TWO – GOVERNANCE

### SESSION CHAIR

**Tanya Stoianoff**

Head of Government Affairs  
DXC Technology Australia and New Zealand

### THOUGHT LEADER PANEL

- **Elizabeth Koff**  
Secretary  
NSW Health
- **Innes Willox**  
Chief Executive  
Australian Industry Group
- **Carla Christofferson**  
Executive Vice President  
Chief Risk Officer  
DXC Technology



Session Chair **Tanya Stoianoff** welcomed to participants to a session on the importance of governance in politics, business and communities in the context of national resilience. Australia has weathered the impact of COVID-19 better than most other countries, thanks in part to the success of the National Cabinet. However, good governance is an ongoing process, and participants were encouraged to build on what has been done.



***“Governance was absolutely critical in NSW’s health response, because by incorporating the perspectives of Treasury and Customer Service, we could gauge the opinions of the community in moving forward to help us inform our decision-making.”***

**Elizabeth Koff**  
**Secretary**  
**NSW Health**

Ms Koff outlined the approach of NSW Health in managing the pandemic. The State’s health system has a budget of \$26.7 billion and over 120,000 staff, and has coped well to contain the crisis, handling 4,200 cases out of the national total of 28,000, with just over half being overseas arrivals in the State.

The early decisions to close international borders and quarantine returning Australians in hotels were critical parts of the strong and clear leadership Australia has benefited from. Further decisions of the National Cabinet were informed by the advice given to the NSW Premier from the NSW Chief Health Officer in concert with information from other states across the country through the Australian Health Protection Principal Committee.

Good governance fostered the resilience displayed by individuals, communities and organisations, but its hallmarks during COVID-19 remained the enduring qualities of leadership, communication, planning, direction and coordination, despite this year’s extraordinary uncertainty.

NSW was still recovering from calamitous bushfires when the pandemic hit, but the whole-of-government response initiated by the Premier was crucial to its successful containment. While preparatory planning for a pandemic response had been previously undertaken, the enormity of the task and the uncertainty surrounding it demanded

prompt and agile decision-making. The Premier therefore convened a crisis cabinet of relevant ministers and departmental secretaries which met daily, and the input from police, treasury, transport and customer service informed a whole-of-government response. Incorporating public feedback also allowed decision makers to gauge the opinions of the community in moving forward.

The Prime Minister and State Premiers continually stressed their reliance on health advice in their public statements, but this had to be balanced by the economic and wider health impact of lockdowns in terms of employment and mental health issues. Despite these competing concerns, the NSW Premier maintained a clear and focused message in her daily press conference, which followed her personal update at 7:30am on overnight cases and contact tracing and an 8:00am press conference to communicate appropriate measures and actions.

NSW has a large and complex health system, and organising a collective and coherent response was an early priority. It had to work as a single system during the crisis, with consistent messaging and management across the whole state. A public Health Emergency Operations Centre was created as the engine room for case identification, contact tracing and public communication to identify hot spots where testing was required. This kept the public informed of what was required of them, and while restrictions and social distancing seemed odd at first, people soon accepted them. Taking the public on the journey, including staying off work if they had a cold, was a vital part of the process.



NSW Health comprises 15 geographical health districts, which in turn run the hospitals, community health services and public health units within their respective catchments. They responded in a prompt, efficient and agile way to fast-changing circumstances, exemplified by the containment of the Crossroads Hotel outbreak in Southern Sydney. Victoria's system, by contrast, with a centralised model for contact tracing and multiple hospital boards, was hampered its ability to mobilise local action.

Health workers were understandably concerned by the scale and impact of the crisis in Italy, Spain and other European nations, but a surge in intensive care unit (ICU) capacity from 500 to 2,000 beds ensured NSW's ability to cope. Long-established supply chains of personal protective equipment 'vanished overnight, but new sources of domestic supply help mitigate clinical concerns of contracting the virus.

This clinical engagement was a vital factor, and the government used social media as well as traditional approaches to keep both health professionals and the public informed. Routine healthcare to people in NSW also continued as part of this extraordinary effort. The State and nation's swift and decisive response stood in sharp contrast to the 'glacial' pace of COAG on previous issues, as the pandemic forced an urgency which has not been seen before.

Prompt sharing of health information calmed public anxiety, while engagement with business and industry on the economic impact encouraged their cooperation. This open approach to governance improved the resilience of NSW, just as setting clear goals encouraged people to move forward together.

Tanya Stoianoff thanked Ms Koff and praised her handling of a complex situation, before introducing Innes Willox, the chief executive of the Australian Industry Group since May 2012. AiGroup is one of Australia's leading industry organisations and represents businesses in a broad range of sectors, including manufacturing, construction, transport, defence, ICT and labour hire.

**Innes Willox**  
**Chief Executive**  
**Australian Industry Group**

Mr Willox acknowledged New South Wales as the 'gold standard' in handling the economic impact of COVID-19 measures and consulting with industry partners. NSW has taken business concerns on board in balancing health and economic impacts in the national interest. Shuttering Australia's economy in March or April would have had dire economic consequences, but limited lockdowns have left the nation in a better place than most of its peers, and recovery is now underway. Victoria has been hardest hit, but manufacturing, construction and the services sector are now starting to grow once again.

The initial outbreak in China began to affect supply chains in February, with businesses unable to source parts and equipment. Shortages in items such as window frames affected house construction, and staples such as nuts, bolts and packing material were soon in short supply. The need for greater self-sufficiency and economic sovereignty was soon discussed, and the continuing international shutdowns have forced domestic firms to find alternative suppliers and become more self-sufficient.

With the support of *JobKeeper*, business has proved its resilience and ability to adapt, not least in making PPE and ventilators. COVID-19 highlighted both Australia's economic strengths and shortcomings, and the experience underlines the need to add value along supply chains. The country can take advantage of natural resources such as rare earths and hydrogen production, for example, as well as traditional staples.

Australia must address the economic weaknesses COVID-19 exposed in a coherent and consistent manner, although the global recovery from COVID-19 will take some time, with peaks and troughs along the way, and Chinese restrictions on Australian imports are another complicating factor.



**“One thing we've learned is that we can't expect to do or build everything within Australia. We still need strong relationships, both internally and internationally.”**

**Innes Willox**  
Chief Executive, Ai Group

Resilience and strong governance are the keys to a more certain future, but other factors need addressing. Access to skills and a better understanding of how the workforce operates are certainly required, alongside more flexible workplace relations. Many businesses completed four years' worth of transformative work within four weeks to survive the pandemic restrictions, but the race to embrace the new technology of Industry 4.0 is also accelerating. Businesses are looking at automation, robotics and digitisation, and workers with the requisite skills remain in short supply.

While international supply chains of some components and materials remain uncertain, new industries are being developed in Australia, including the medical technology field. Access to investment as well as materials remains a problem, however, and new ways to access funding can increase risks to business, highlighting again the importance of good governance.

Navigating sudden changes in government policy proved a problem for many firms, with different states imposing border closures or regional restrictions on which businesses could open. Consumer confidence has also declined, although this is beginning to recover as restrictions are eased. Mental health problems have manifested in the workplace, as people dealt with separation from their friends and families, uncertainties about their jobs and caring for children learning from home. Businesses have also had to manage employees working remotely in far more flexible ways than before.

Internal border closures which complicated the movement of people and goods are ending, but the closure of international borders is still costing businesses investment, buying and networking opportunities. Strong governance and relationships with regulators and government have helped business navigate these complex challenges, but the ability of business to pivot quickly in the domestic sphere does not reduce the importance of international trade in the future. Australia cannot manufacture everything it needs, and strong international, as well as domestic, partnerships will always be necessary.

Businesses back 'smart sovereignty', in which we do better with what we have and add value to supply chains but maintain strong trading relationships abroad. As Henry Ford noted, *“Coming together is a beginning, staying together as a process, but working together is a success.”*

Australians must work together to recover from COVID-19, although relations between business, government and unions will never be perfect, and relations between States and the Federal government have been strained. Competitive federalism is re-emerging, and underlying tensions within the federation may surface as the virus recedes. Despite these problems, and the potential for another wave of infection over Christmas and the lag before vaccines become widely available, Australia is well placed to recover if a common effort is maintained.



Tanya Stoianoff thanked Mr Willox, agreed with the need for positive collaboration and introduced Carla Christofferson, Executive Vice President and Chief Risk Officer of DXC Technology, noting that technology played a vital role during the pandemic in allowing socially distanced people, families and businesses to stay in touch and society and the economy and government to function.

**Carla Christofferson**  
**Executive Vice President & Chief Risk Officer**  
**DXC Technology**

Ms Christofferson discussed life under COVID-19 in the United States and the ways her company responded to maintain productivity and worker welfare. In common with NSW Health, DXC took a centralised approach to rethinking its operations and created a command centre. As a technology firm, it was well placed to encourage virtual working, and 95% of its employees were working from home within a week.

The firm's new head of asset protection had recently written a paper on pandemic preparation for a prominent think tank and was well placed to lead the company's mitigation strategy. The company documented its buildings to control access and protect the health of employees, for example, and brought an infectious disease expert on staff to brief executives on developments every week.

The company offered resources to employees, and prioritised communication, as well as hiring another medical specialist on the psychological effects of man-made and natural disasters. This specialist has given in-depth online presentations to staff around the world to help them understand normal human reactions to crisis and offered psychological coping strategies. Managers underwent additional training to recognise signs of stress in their staff, as the cumulative long-term mental effects of the pandemic may outweigh the immediate impact of the disease itself.

Company leaders issued videos during Mental Health Awareness Week offering personal tips to stay healthy, and these and other messages are a crucial part of helping employees feel cared for. These measures have minimised the physical and mental impact of the pandemic on DXC employees, and home working has not affected productivity.

The health and economic impact of COVID-19 on the USA has been much greater, and the failure of federal and state governments to properly address the crisis is clear. Over 230,000 Americans had died by early November, with more than 9 million cases in total and another 100,000 cases being confirmed every day.

While the USA's lack of a centralised, coordinated response contrasts with Australia today, it aligns with America's mixed reaction to Spanish Flu in 1918. That pandemic also provoked furious arguments about the right balance between public health and personal freedom, with various cities and states taking sharply different approaches and people jailed in different places for both wearing and not wearing a mask.

The USA's greatest strength is its love of personal freedom and independence, but this has proved a weakness in the current health crisis. California imposed a swift and complete lockdown which remains in force, but the borders between states remain open, allowing the virus to spread. The Federal government prioritised the economy over public health, but the extend of the pandemic means the real economy is still struggling. President Trump's initial refusal to concede the election exacerbated tension and uncertainty, and the new President may struggle to unite a divided nation.

Australian success and American failure in the fight against COVID-19 demonstrate the need for strong leadership and a centralised approach in times of crisis, and DXC has managed to protect its employees by embracing this approach.



***“The results in Australia show that in times like this you need good strong leaders and a centralised approach.”***

Carla Christofferson  
Executive VP, DXC Technology

Tanya Stoianoff welcomed these insights from the USA and thanked the Summit’s sponsors, before **Stephen Hayes MBE** opened the debate to online participants.

## DISCUSSION

The panel was asked to what extent companies are adopting new governance arrangements to manage the effects of climate change and other external problems.

It was noted that many American companies have offered leadership and stability to their employees and the nation as a whole regarding issues such as COVID-19 and Black Lives Matter, given the Federal policy vacuum. This has generated a measure of unity at a time of great unrest and uncertainty. International firms’ headquarters in the USA have also taken a lead on health and social issues such as inequality.

COVID-19 has created an opportunity for more corporate activism on environmental, social justice and governance issues, and one large hedge fund has pledged to take a firm’s social stance into account when considering investment decisions. The largest multinational companies have the wealth of small countries, and so inevitably have social influence and responsibilities. Such firms will suffer if they neglect employees’ welfare and the importance of many wider issues has accelerated over the last year. The USA lacks the welfare safety nets and clear communication seen in Australia, increasing the need for US employers to care for and inform their employees.

- **US Politics**

Participants discussed the health of democracy in the USA, given the contentious Presidential election, and the challenge facing Joe Biden in uniting the country to tackle its current difficulties. The need for both Republicans and Democrats to ‘work across the aisle’ and pass legislation for the good of the nation was stressed, although even President Obama struggled to progress his agenda in the face of entrenched political opposition and growing discontent in some parts of the nation with social and economic change. It was suggested that politicians must find ways to conduct a civil dialogue with those they disagree with in order to solve a range of pressing health and social issues.

Democracy is fragile and requires constant attention to survive. Citizens have a right to vote, but they must also exercise that right and involve themselves in social and civic issues. Rights for women and minorities were pushed by ordinary people, rather than political elites, but this effort is eased if political leaders set a positive example.



Young people feel betrayed when they fail to prosper like their parents, while the anger in the Mid-West has to be assuaged. More research on the needs of the 'exhausted majority' is available in the work of the Brookings Institute on Social Capital<sup>5</sup>, the bipartisan 'Better Angels' project,<sup>6</sup> and the Hidden Tribes report<sup>7</sup> from More in Common<sup>8</sup>.

- **Virtual Healthcare**

COVID-19 forced the NSW Health System to be more agile and responsive than before, prompting rapid and wholesale changes in care models and service delivery. Clinicians worried about catching COVID-19 encouraged virtual presentations, after taking little interest in the technique for years before.

The technology to offer virtual healthcare has long been available, and the COVID-19 crisis finally ended the professional apathy which has slowed its adoption while other industries embraced modern data and communication techniques. Prince Alfred Hospital shifted to a virtual care model, for example, and found that older patients who might be thought reluctant to use iPads and receive care at home actually embraced it.

The challenge facing health care is to embed virtual health care and home monitoring on a permanent basis in a sustainable way. Patients may well prefer using devices at home, rather than travelling and waiting two hours for appointments, and maintaining this progress presents a fresh challenge for NSW Health.

- **Cyber-Security**

The importance of cyber-resilience was raised, given the growing importance of digital trade and communication, and the vulnerabilities exposed in government departments and defence supply chains by hostile actors.

Cyber capability and cyber security are, respectively, the nervous system and the lymphatic system of modern society, and the need to develop and uphold international cyber-security standards was stressed. Impressive progress at home and abroad has been made this year, but problems of reliability, sustainability and security remain, exemplified by continuing ransomware attacks on public agencies.

Criminals only have to succeed 1% of the time, while defensive measures must be perfect, and constant vigilance is required as new vulnerabilities are exploited. Data breaches increase risk in many other areas, including the world's globalised supply chains.

Businesses need resilient computer systems with redundant capacity and should avoid depending on any particular hardware or approach. Academic studies show that successful cyber-attacks are not immediately discovered or cleaned up, and so companies must learn to operate while compromised where possible. The defence industry has set a deadline for all defence suppliers to harden their cyber-security measures, a welcome and proactive approach which may encourage change more broadly in advanced manufacturing and other sectors.

<sup>5</sup> <https://www.brookings.edu/research/social-capital-why-we-need-it-and-how-we-can-create-more-of-it/>

<sup>6</sup> <https://www.theatlantic.com/politics/archive/2018/12/better-angels-affective-polarization-political-divide/578539/>

<sup>7</sup> <https://hiddentribes.us/about/>

<sup>8</sup> <https://www.moreincommon.com/>

- **Sovereign Capability**

The defence industry took an early lead in the concept of sovereign capability, and recent changes in Commonwealth procurement guidelines signal a clear intent to encourage more domestic production and consider the national interest alongside value for money in purchase decisions.

Broad free trade agreements prevent positive discrimination for some Australian made goods, but these provisions do not apply to the defence industry. This creates an opportunity for a sovereign defence capability encompassing acquisition, capability and sustainment. Government procurement is part of the economic toolkit which can be used to promote national resilience, and so revisiting trade agreements which prevent such preferences and pursuing bilateral agreements with allies such as New Zealand and the USA should prove productive.

- **Making Progress**

Leaders in industry, government and academia were also urged to make more of the excellent research and talent in Australia's social sciences and engineering sectors. Early and mid-career professionals and academics need leadership role models and so leaders should speak up on issues of regional and national importance and engage with those affected by the pandemic through more events, articles, podcasts and mainstream media.

## SESSION THREE – RESILIENCE

### SESSION CHAIR

#### Stephen Hayes MBE

Chair and Executive Director, Gravity Group  
National Shipbuilding Industry Facilitator  
Chair, GAP Taskforce on National Resilience

### THOUGHT LEADER PANEL

- **The Hon. Dr Mark Dreyfus QC MP**  
Shadow Attorney-General  
Shadow Minister for Constitutional Reform, Member for Isaacs
- **John Blackburn AO**  
Air Vice-Marshal (ret),  
Chairman, Institute for Integrated Economic Research – Australia (IIER-A)



**Stephen Hayes** introduced the final session and invited its first speaker, the Shadow Attorney-General Dr Mark Dreyfus, to the virtual stage.



***“Beyond the benefits to economic resilience, having robust and independent institutions capable of effectively keeping corruption in check helps build our resilience as a democratic nation.”***

The Hon. Dr Mark Dreyfus QC MP

**The Hon. Dr Mark Dreyfus QC MP**  
**Shadow Attorney-General**  
**Shadow Minister for Constitutional Reform**  
**Member for Isaacs**

Corruption is a threat to good government, the economic wellbeing of nations and the global community. The World Bank estimates that international bribery exceeds \$1.5 trillion US a year, or 2% of global GDP<sup>9</sup> – more than ten times the amount of global foreign aid. The UN Secretary General puts the figure at nearer 5%.<sup>10</sup>

The fight against corruption continues at home as well as abroad, and require robust, independent institutions to deter, detect and punish corruption in politics. Corruption undermines good policy, market forces and the rule of law, while the creation and strengthening of robust and independent institutions to keep corruption in check builds our resilience as a democratic nation.

Corruption undermines people's trust in politicians and the institution of government, and this bond of trust between the people and their government is an essential element to any functioning democracy. When this trust breaks down, the nation is weakened, and its resilience will decline.

Surveys show that Australians' trust in their leaders has declined for decades, with a precipitous fall in the last decade,<sup>11</sup> although the robust state and federal response to the COVID-19 crisis appears to have restored some of this faith.<sup>12</sup>

Australian history shows that political corruption is not exclusive to one side of politics or any particular party.<sup>13</sup> However, people's character is exposed by their reaction to power, rather than adversity, and the number of recent scandals, and the government's lack of concern, is problematic, as the lack of adequate response further corrodes our resilience to misdeeds.

Australia's resilience to corruption is not measured by whether corruption occurs, but the government of the day's response to it. Does it hold a full investigation and bring wrongdoers to account, or does it reduce transparency still further? Does it increase the strength and independence of the Auditor-General, or reduce the funding of that office and weaken its capacity to ensure probity?

The nation's resilience to corruption could be greatly improved by establishing a powerful, independent and well-resourced independent national integrity

<sup>9</sup> <https://medium.com/@mohsindurrani/corruption-is-everywhere-f3eddedf4400>

<sup>10</sup> <https://www.un.org/press/en/2018/sc13493.doc.htm>

<sup>11</sup> <https://www.anu.edu.au/news/all-news/trust-in-government-hits-all-time-low>

<sup>12</sup> [https://www.ipsos.com/sites/default/files/ct/news/documents/2020-08/covid\\_and\\_trust.pdf](https://www.ipsos.com/sites/default/files/ct/news/documents/2020-08/covid_and_trust.pdf)

<sup>13</sup> <https://www.msn.com/en-au/news/australia/top-28-political-scandals-of-australia/ss-AAv5GPA>

commission. All States and Territories now have their own independent integrity commission, but the Commonwealth remains the exception.

Labor has advocated a commission for over three years, and the current government has finally published a draft legislation, which will provoke a much-needed public debate over the issue and may lead to the creation of a suitable body in the near future.

Stephen Hayes MBE agreed with the importance of personal character and rectitude on both sides of politics and the need for measures to build trust in the political system. He then introduced Air Vice-Marshal (ret) John Blackburn AO of the Institute for Integrated Economic Research - Australia.

**John Blackburn AO**  
**Air Vice-Marshal (ret)**  
**Chairman, Institute for Integrated**  
**Economic Research – Australia (IIER-A)**

GAP and IIER have worked together to explore national resilience this year in the context of COVID-19. The world is now less secure and more confused than before, but if Australia assesses and addresses its risks and vulnerabilities in an open and integrated manner, it can improve its capacity to face future challenges.

The coronavirus pandemic exposed the nation's collective failure to assess and prepare for emerging risks in a rapidly changing world. While Australia reacted quickly to contain COVID-19, and the efforts of everyone, from frontline health workers and local communities to state and federal governments as well as industry and unions, should be applauded, we remain vulnerable to a range of potential crises.

IIER-A has promoted constructive suggestions for building a 'next generation economy' and a more resilient society as we emerge from the COVID-19 pandemic. Recent IIER-A workshops have involved over 160 participants from Australia and abroad and discussed resilience in the fields of health, energy, the economy and trade, food and water, information systems, data politics, the environment, education and research. They have also explored more fundamental issues in the Australian culture, including growing complacency and declining public trust.

The workshops examined where Australia stands now and where it should aim in the future, rather than focusing on COVID-19 itself. Australia, as an island nation at the end of long trade routes, is particularly vulnerable to global trade disruptions. We came to rely on low cost, just-in-time international supply chains, but COVID-19 exposed their low tolerance for loss and disruption and demonstrated the speed with which domestic and international cohesion can fracture when stressed. The nation must acknowledge that its security and sovereignty depend on collective as well as individual resilience in the face of growing economic, environmental and military threats.

Concerns about a global pandemic were raised for years, yet Australia had only 2,000 intensive care beds when COVID-19 struck, 25% less than the OECD<sup>14</sup> average for a nation of its size. Australia imported 90% of its medicine and nearly all its PPE, while maintaining no mandated minimum stock levels of crucial items, in sharp contrast to Nordic nations. Policy makers have assumed that the market will provide for every need and circumstance, delegating national resilience – and therefore sovereignty – to international traders. This *laissez-faire* approach has been exposed as inadequate in the most uncertain global circumstances since the Second World War.

<sup>14</sup> Organisation for Economic Co-operation and Development



***“The unprecedented nature of potential challenges will not excuse remaining unprepared for the future, and civil society should learn from military preparedness models to improve its approach.”***

Air Vice-Marshal (ret) John Blackburn AO

The ability for domain experts to share their knowledge must be improved, as they are often constrained by fear of offending ministers, employers or bureaucrats, while public reports are watered down by media advisers. The IIER-A workshops have provided a rare opportunity for unfettered knowledge sharing among peers. The breadth of knowledge in this Summit, the IIER-A workshops, and Australia as a whole, should be mobilised in pursuit of better alternatives.

Australia is also hampered by the dearth of links between different government departments and sectors such as education, workforce research and industry policies. Government lacks an integrating function which can understand and address the complex interactions between different parts of our society. We remain wedded to an industrial age business model however much we advocate AI and Industry 4.0, but this antiquated approach cannot manage the growing complexity of our society and the world around us.

Participants were offered three key characteristics which society must improve to strengthen its resilience. **Shared awareness** of, and brutal honesty regarding, the threats we face is a prerequisite of rational preparation, although the media will demand that every problem is addressed immediately.

**National and international teamwork** is required to solve the complex challenges we face, and while the National Cabinet was a good start, this should extend to closer relations with New Zealand and the Pacific as well as other allies. Finally, the unprecedented nature of potential challenges will not excuse remaining unprepared for the future,

and civil society should learn from military **preparedness** models to improve its approach.

Australia should not attempt an impractical return to the pre-COVID model, but capitalise on the positive aspects of our response such as social solidarity and the initial federal-state collaboration. Reforms to address the fragility of our supply chains, deficiencies in health infrastructure and other measures are also required. IIER-A will recommend that these measures become part of a **national resilience framework, strategy and action plan** to help people adapt to changing conditions, prepare for possible crises and recover more effectively.

IIER-A aims to offer a safe, confidential venue for frank discussion, information sharing and political risk assessments and to share these insights and recommendations with decision makers and the public. This will be accomplished through an independent National Resilience Institute, funded by philanthropy, federal and state governments and industry to demonstrate their joint commitment to work together for the common good. The IIER-A will also adapt defence preparedness concepts and systems to address societal resilience issues for use at all levels of society.

Stephen Hayes MBE thanked the speakers before opening up the discussion.

## DISCUSSION

- **Governance**

Participants agreed that the regular online communication between State and Territory leaders and the Australian Government facilitated by the National Cabinet should extend beyond the pandemic, although relations have frayed over time. However, one speaker observed that it does not reflect well on our leaders that institutions and regulations are required to enforce their adherence to basic standards. New mechanisms to police good governance would not be required if leaders were willing to act themselves, but their failure to act demands the independent definition and enforcement of proper behaviour. While care should be taken in the design of an appropriate federal integrity commission, the difficulty of the project does not detract from its necessity.

It was noted that the Government's draft for an integrity commission lacks transparency and fails to deal with some important issues of probity. A commission should be fully independent and properly funded to maintain public credibility.

- **National Resilience**

Australians have unified to face the COVID-19 crisis, but true resilience requires proper preparation as well as effective response after the fact. The country should build on the energy and solidarity it has displayed to prepare for future challenges, rather than become over-confident in its ability to manage events.

Unfortunately, Australian politics has become ever more short-term in nature, with no outlook beyond winning the next election. This attitude is entirely at odds with good government, as it pushes major challenges down the road, rather than tackling them honestly. The National Cabinet would function better if it included the Federal opposition as well as State Premiers to agree a bi-partisan approach. This move might reduce the adversarial nature of

broader political discussion and encourage collaboration in the national interest.

It was noted that industry has grown similarly short-term in outlook, with bonus-hunting executives obsessed with winning the next contract, rather than building the infrastructure which will sustain them over time. Businesses need to take a longer-term view of the critical infrastructures that support our communities during the worst of times, as the frequency of such emergencies appears to be growing. The United Nations argues we should 'build to last' as well as 'build back better'. The Sydney Harbour Bridge, for example, was constructed with spare capacity in the 1930s to handle increased traffic over the decades to come, but almost a century later, similar vision is in short supply.

Translating the lessons of COVID-19 into building a more resilient society will be difficult, but the pandemic proved the need for governments to heed science and expert advice. The abject lack of preparation for such problems was exposed as its outset, but Australians took major disruptions in their work and lifestyle in their stride. These unprecedented shifts in public attitude and individual behaviour proved our ability to respond to challenges, and the effectiveness of collective action in pursuit of larger goals. The right leadership and strategic thinking could have a similarly rapid effect in strengthening the country against future crises.

The Royal Commission into National Natural Disaster Arrangements recommended the creation of a dedicated entity to champion resilience across the nation, and the proposed National Institute for Resilience could fulfil that role. Adopting an active, rather than passive, posture is required to plan and implement measures to prevent a repetition of the expensive and disruptive events of 2020.

Participants hoped that the National Resilience Framework would be a resource offering 'something for everyone' who seeks advice in terms of attitude, links or practical steps to improve the resilience of



their organisation. A 'maturity continuum' might be a helpful measure without a tick or cross, until a threshold is reached across the nation.

- **Young People**

Australian educators should capitalise on current scientific research into building psychological and social resilience. Greater resilience will require the skills of critical thinking, adaptability, collaboration and creativity that the education system should be inculcating in our children. Young people have a natural resilience which can be eroded over time, but school can help improve their skills, just as the training military recruits receive shapes their later career. Even within a well-prepared military, traumatic events can have significant psychological consequences, but this underlines the need to develop the science and application of human resilience.

A loss of hope across society may affect a whole generation, but teaching young people skills to prepare would improve their ability to cope. Consumers panicked at the start of the pandemic, stripping shelves bare, because they had become accustomed to 'just-in-time' shopping, rather than maintaining a store of supplies, and future generations need more ability to think ahead. Children have changed their parents' attitudes over climate change, plastic bags and other issues, and offering young people a 'toolkit' of resilience strategies could encourage similar action by their elders. Far larger problems than COVID-19 may lie ahead, including climate-based disasters, but children should be taught that preparation is possible, rather than indoctrinated into helplessness. Resilience is a skill which can be taught, and we should not encourage helplessness and dependency.

A broad education can help children assess the validity of information they are exposed to and think for themselves as required. New styles of education may be required to deliver these lessons, just as new health

systems and business models are being created. Unfortunately, the skills of critical thinking, creativity and human-centred design are threatened by funding cuts to the humanities, rather than embedded across the curriculum. Despite this trend, a great deal of resilience education is already undertaken in schools,<sup>15</sup> and this can be built upon, just as excellent work on resilience in other organisations can be integrated into a collective approach.

### **Closing Remarks**

#### **Stephen Hayes MBE**

**Chair and Executive Director, Gravity Group  
National Shipbuilding Industry Facilitator  
Chair, GAP Taskforce on National Resilience**

Participants were thanked for their interest and contributions. The need to include all Australians and their diverse cultures in modern society to maximise economic potential as well as social justice was emphasised, while a creative, risk-based attitude can be encouraged through innovation incentives. A whole-of-government approach in partnership with communities, business and civil society can help Australia regain its economic sovereignty and improve its ability to cope with future crises and natural hazards. The national and state response to COVID-19 shows the importance of a strong central voice to rally support, while the establishment of an independent national integrity commission should improve government propriety.

A new National Resilience Institute could share analysis of current and future risks among diverse stakeholders to encourage a cohesive and effective approach to national preparedness. Many different organisations and agencies in state and federal government undertake excellent work, but their efforts remain uncoordinated. The Institute could offer a catalyst for a more unified response in the national interest.

<sup>15</sup> <https://www.schools.aidr.org.au/>

### *Vote of Thanks*



**Catherine Fritz-Kalish** thanked the Summit speakers, facilitators and participants, and hoped the Summit would mark the start of a journey, rather than its end. The GAP community will take on board the Summit's recommendations, and participants were encouraged to help their own ideas become reality through GAP projects and activities.

She also thanked the GAP team, the Summit Steering Committee, Event Frog and her father Peter Fritz AO for his vision and support, before drawing the event to a close.

# PROGRAMME

gap 1

8:15am Online Registration Open. Delegates Dial in



## WELCOME & SETTING THE SCENE

8:30am – 9:30am

8:30am

### Welcome & Introduction



#### CATHERINE FRITZ-KALISH

Co-Founder and Managing Director  
Global Access Partners  
Director, International Centre  
for Democratic Partnerships

### Acknowledgment of Country



#### Dr RYAN PIETERS

Medical Student Graduate  
UNSW

### Opening Address



#### The Honourable ANTHONY ROBERTS MP

Minister for Counter Terrorism  
and Corrections  
NSW Government

### Keynote Address

*"Working together to create a more resilient Australia"*



#### His Excellency The Honourable ARTHUR SINODINOS AO

Australia's Ambassador to the  
United States of America

### Question & Answer

9:00am



## SESSION ONE – LEADERSHIP

9:00am – 10:15am

### Session Chair



#### The Honourable Cr PHILIP RUDDOCK AO

Mayor, Hornsby Shire Council  
President of the NSW Liberal Party

### Thought Leader Panel



#### The Honourable CHRISTIAN PORTER MP

Attorney-General of Australia  
Minister for Industrial Relations  
Leader of the House



#### SHANE FITZSIMMONS AFSM

Commissioner, Resilience NSW  
Deputy Secretary, Emergency  
Management, NSW Premier and Cabinet



#### SHIRIN HERZOG

Partner  
Goldfarb Seligman & Co.  
Israel

*"The time for resilience is now"*

*"Resilience – To be or not to be"*

9:30am



10:15am

Morning Tea Break. Gravity iLab Demonstration available to view

10:30am



**SESSION TWO – GOVERNANCE**

10:30am – 11:45am



**Session Chair**



**TANYA STOIANOFF**

Head of Government Affairs  
DXC Technology  
Australia and New Zealand

**Thought Leader Panel**



**ELIZABETH KOFF**

Secretary  
NSW Department of Health



**INNES WILLOX**

Chief Executive  
Australian Industry Group



**CARLA CHRISTOFFERSON**

Executive Vice President  
Chief Risk Officer  
DXC Technology

11:00am



11:45am Break

12:00pm



**SESSION THREE – RESILIENCE**

12:00pm – 1:00pm



**Session Chair**



**STEPHEN HAYES MBE**

Chair and Executive Director, Gravity Group  
National Shipbuilding Industry Facilitator  
Chair, GAP Taskforce on National Resilience

**Thought Leader Panel**



**The Honourable  
MARK DREYFUS QC MP**

Shadow Attorney-General  
Shadow Minister for Constitutional Reform  
Member for Isaacs



**Air Vice-Marshal (ret)  
JOHN BLACKBURN AO**

Chairman  
Institute for Integrated Economic  
Research – Australia (IIER-A)

*“Australia’s National Resilience”*

12:20pm



1:00pm

Closing remarks from Global Access Partners

## SPEAKER PROFILES

## CATHERINE FRITZ-KALISH



**Co-Founder and Managing Director  
Global Access Partners**

**Director, International Centre for  
Democratic Partnerships (ICDP)**

Catherine Fritz-Kalish is co-founder and Managing Director of Global Access Partners Pty Ltd (GAP) and Director of the International Centre for Democratic Partnerships (ICDP) Pty Ltd. Over the last 20 years, under Catherine's guidance, GAP has grown to be a highly respected and influential public policy and implementation institute, with over 600 active members. It initiates and facilitates high-level discussions at the cutting edge of the most pressing commercial, social and global issues of today. GAP's current initiatives span the industry sectors of Health, Education, Security, Energy and the Environment, and Digital Engagement.

Catherine's broader business experience includes coordination of a number of international initiatives as part of the annual programme for the small and medium-sized enterprise unit of the OECD (Organisation of Economic Cooperation and Development), at headquarters in Paris, France; marketing and brand management within all seven divisions of the George Weston Foods Group; and just prior to establishing GAP, working within the TCG Group of companies, particularly in the area of start-up incubator establishment.

Catherine sits on the boards of social justice charity *Stand Up*, the Fritz Family Office and Fritz Family Foundation, and is a member of the advisory board for the Social Impact Hub. She co-founded *Thread Together* which provides brand new clothing to disadvantaged communities across Australia. Catherine is also part of a significant giving circle which engages whole families in the act of giving to those in need. She holds a Bachelor of Science degree from the University of NSW and a Masters of Business in International Marketing from the University of Technology, Sydney.

## DR RYAN PIETERS



**Medical Student Graduate  
University of New South Wales**

My name is Ryan Pieters, and I identify as a man with Aboriginal and Australian settler background.

My people are Wiradjuri and originate from what most Australians know as Dubbo, but live throughout various corners of Australia.

I grew up on Dharug country in Blacktown where I was brought up by my beautiful mother and our surrounding multicultural community.

I am also a newly graduated medical doctor soon to start internship at Prince of Wales Hospital.

My main aspiration in life is to work in translating data into effective and culturally safe intervention as a Public Health Physician.

The Honourable  
**ANTHONY ROBERTS MP**



**Minister for Counter Terrorism  
and Corrections  
NSW Government**

The Hon Anthony Roberts MP was appointed Minister for Counter Terrorism and Corrections following the 2019 NSW election.

In his ministerial capacity, Mr Roberts is responsible for the department of Corrective Services NSW (CSNSW), which manages offenders in prisons, on parole and performing court-ordered community service.

A primary aim of CSNSW is to keep the community safe by reducing reoffending through offender programs, education and jobs training. CSNSW also works with other States, Territories and Federal bodies on countering terrorism and violent extremism through initiatives including security and intelligence, and inmate disengagement programs.

Since first being elected as the Member for Lane Cove in 2003 Mr Roberts has served as the Minister of numerous portfolios, including Planning, Housing, Fair Trading, Industry, Resources, Energy, Regional Development and Skills.

Mr Roberts has also served as Special Minister of State and Leader of the House. Shadow portfolios in which he has served include Emergency Services, Juvenile Justice, Citizenship, Volunteering and the Arts.

Elected to Lane Cove Council in 1995, Anthony served two terms as a Councillor, including two years as Mayor. Between 1996 and 2003, Anthony served as an adviser to then Prime Minister, The Honourable John Howard OM AC. In 1994 Mr Roberts volunteered for military service, enlisting in the Australian Army Reserve and serving for nine years, retiring with the rank of Captain.

Educated at Saint Ignatius' College in Riverview, Mr Roberts attended the University of Technology, Sydney, where he studied Business and served as President of the UTS Union. In 2010, he graduated with a Masters of Arts in Strategic Communications from Charles Sturt University.

His Excellency  
The Honourable  
**ARTHUR SINODINOS AO**



**Australia's Ambassador to  
the United States of America**

The Hon Arthur Sinodinos AO is Australia's Ambassador to the United States of America, taking up his posting in Washington in February 2020.

Ambassador Sinodinos was previously Australia's Minister for Industry, Innovation and Science and was a Senator for New South Wales in the Australian Parliament from 2011 to 2019. During his parliamentary career, he also held other key roles in and outside Cabinet, including Cabinet Secretary and Assistant Treasurer.

Over a career spanning four decades, Ambassador Sinodinos has dedicated his professional life to the advancement of Australia and its people. On the election of the Hon. John Howard AC as Prime Minister of Australia in 1996, Ambassador Sinodinos was appointed the Prime Minister's Senior Economic Adviser and in 1997, the Prime Minister's Chief of Staff, a position he held for nine years. Between 1987-1989 and 1995-1996 Ambassador Sinodinos also served as Senior Economic Adviser to Mr Howard while in opposition. He started his Australian Public Service career in 1979, rising to the Senior Executive Service in the Department of the Treasury.

In 2006, Ambassador Sinodinos left government to work with Goldman Sachs JBWere, followed by the National Australia Bank and various corporate appointments.

In 2008, Ambassador Sinodinos was appointed an Officer of the Order of Australia for his service to politics through the executive function of government, to the development of economic policy and reform, and to the Greek community. In 2019, he was made a Distinguished Fellow of the Australia & New Zealand School of Government in recognition of his promotion of public sector leadership.

Ambassador Sinodinos is accompanied on posting by his wife Elizabeth, and their three children.

**The Honourable Cr  
PHILIP RUDDOCK AO**



**Mayor, Hornsby Shire Council  
President of the NSW Liberal  
Party**

Philip Maxwell Ruddock is Mayor of Hornsby Shire and President of the NSW Liberal Party.

Mr Ruddock was a Liberal Member of the House of Representatives from 1973 to 2016. First elected in a 1973 by-election, by the time of his retirement he was the last parliamentary survivor of the Whitlam and Fraser Governments. He was both the Father of the House and the Father of the Parliament from 1998 until his retirement.

He is the second longest serving parliamentarian in the history of the Australian Parliament.

Mr Ruddock served continuously in federal ministry and cabinet during the Howard Government, as Minister for Immigration and Multicultural Affairs from 1996 to 2003, and then Attorney-General from 2003 to 2007. He also served as Minister for Indigenous Affairs and Minister Assisting the Prime Minister for Reconciliation.

In February 2016, Mr Ruddock announced his retirement from politics and was appointed Australia's Special Envoy for Human Rights. He has wide committee experience, having served on the Joint Standing Committee on Foreign Affairs, Defence and Trade; the Joint Standing Committee on Intelligence and Security; Coalition Foreign Policy and Defence Committee; and Coalition Legal and Immigration Committee.

Mr Ruddock served as Chair of the Human Rights subcommittee of the Joint Standing Committee of Foreign Affairs Defence and Trade, and the Joint Standing Committee on Human Rights. He chaired the expert panel of the Australian Government's 2017-2018 Religious Freedom Review and was a Member of the Joint Committee on Corporations and Financial Services.

With degrees in Arts and Law from Sydney University, Mr Ruddock practised law prior to entering parliament. He lives in Pennant Hills with his wife, Heather.

**Honourable  
CHRISTIAN PORTER MP**



**Attorney-General of Australia  
Minister for Industrial Relations  
Leader of the House**

On 20 December 2017, Christian was sworn in as the Attorney-General by the Governor General, His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd). On 29 May 2019, he was also appointed Minister for Industrial Relations and Leader of the House. Prior to becoming Attorney-General, Christian was Minister for Social Services and Parliamentary Secretary to the Prime Minister with a primary focus on the continuation of the Government's red tape cutting agenda and the cyber security strategy.

Christian was born and raised in Western Australia. Prior to winning the seat of Pearce at the 2013 Federal Election, Christian served as a Minister in the State Government, variously holding portfolios of Attorney-General, Minister for Corrective Services and Treasurer of Western Australia.

As Attorney-General, Christian managed a legislative agenda that decreased reported crime by 10 per cent in the State Government's first year in office. As Treasurer, Christian delivered successive budget surpluses in Australia's fastest growing economy and budgeted for the provision of \$600 million to revitalise the Western Australian not-for-profit sector. Christian was also responsible for the largest infrastructure program in WA's history and was the architect of the \$1 billion WA Future Fund.

Christian holds a Bachelor of Economics, a Bachelor of Arts in Political Science and a Bachelor of Laws from the University of Western Australia, as well as a Master of Science (Political Theory) from the London School of Economics.

Prior to politics, Christian worked as a lawyer in both the commercial and government settings; beginning his career at Clayton Utz and then later working as a Senior State Prosecutor for the Director of Public Prosecutions WA, where he prosecuted criminal trials for the State. Christian has also lectured at Edith Cowan University and the University of Western Australia in law, public policy and economics. Immediately before entering Federal Parliament, Christian was the Professor of Law at Curtin University.

## SHANE FITZSIMMONS AFSM



**Commissioner, Resilience NSW  
Deputy Secretary  
Emergency Management  
NSW Premier and Cabinet**

Shane Fitzsimmons was appointed as the inaugural Commissioner for Resilience NSW and Deputy Secretary, Emergency Management with the Department of Premier and Cabinet from 1 May 2020.

This appointment followed a distinguished career with the NSW Rural Fire Service of over 35 years.

In 1998, he was appointed an Assistant Commissioner with the RFS and has held portfolio responsibilities for Operations, Strategic Development and Regional Management. In 2004, he was appointed the inaugural Australasian Fire Authorities Council (AFAC) Visiting Fellow to the Australian Institute of Police Management (AIPM) for a period of 12 months.

From September 2007 to April 2020, he was Commissioner of the NSW Rural Fire Service and was also the Chair of the NSW RFS Bushfire Coordinating Committee and the Rural Fire Service Advisory Council. He was also a member of the NSW State Emergency Management Committee and the NSW State Rescue Board (SRB) and was Chair of SRB from 2008 to November 2015. In July 2012, he was appointed a Board Member of the NSW Government Telecommunications Authority.

He was appointed a Director of the National Aerial Firefighting Centre (NAFC) in March 2008 and was the Chair of the NAFC Board from 2009 to 2013. He was a Director on the Bushfire Co-operative Research Centre from 2009 to 2014.

He was a member of the Australasian Fire and Emergency Services Authority Council from 2007, was a member of its Board from November 2016 to November 2019, and held the position of Deputy President upon retirement from the Board.

In January 2016, he was appointed as a Councillor of the Royal Humane Society of NSW Inc.

Commissioner Fitzsimmons was awarded the National Medal in 1999 and the Australian Fire Service Medal (AFSM) in 2001.

## SHIRIN HERZOG



**Partner  
Goldfarb Seligman & Co  
Israel**

Adv. Herzog is a Partner at Goldfarb Seligman & Co., one of Israel's leading law firms. She handles a variety of Israeli and cross-border merger and acquisition transactions for public and private companies, as well as private equity transactions. She also advises many Israeli and foreign clients on matters of corporate governance.

Adv. Herzog has been consistently recommended by The Legal 500 and IFLR1000 for many years as one of the top Corporate and M&A lawyers in Israel. She was chosen by "Melumadot" as the most influential and outstanding female lawyer in Israel in the field of M&A.

Adv. Herzog has taken part in Israel's legislation proceedings and is a member of the Hi-Tech Investments Forum of the Ministry of Economy and Industry's General Director.

Adv. Herzog served as an Adjunct Professor of Law at Georgetown University Law Center, teaching a course on multi-jurisdictional corporate governance, and she lectures to professional groups on various legal and public matters. In addition, Adv. Herzog regularly publishes articles in Israel's leading newspapers and is frequently interviewed by media outlets on her areas of expertise.

Adv. Herzog is admitted to practice in Israel and in New York, and in the past was an associate in the Corporate and Banking department of Simpson Thacher & Bartlett in New York.

**TANYA STOIANOFF****Head of Government Affairs  
DXC Technology  
Australia and New Zealand**

With almost 20 years of government relations and public affairs experience, largely gained in the online, telecommunications and financial services sectors, Tanya is the ANZ Head of Government Affairs at DXC Technology – the world’s largest independent end-to-end ICT service provider culminating from the merger of CSC and Hewlett Packard Enterprise (HPE) Services.

Prior to her time at HPE, Tanya was General Manager for External Relations at Veda with responsibility for government and stakeholder relations and regulatory affairs. Veda (since taken over by Equifax) was APAC’s largest credit reporting bureau and data analytics company at the time.

Tanya was the first Asia Pacific Director of Government Relations for PayPal - she established the function in Singapore and helped cultivate regulatory environments in various countries to open up new markets for online payments in Asia – that was after two years as Director of Government Relations at eBay Australia & New Zealand.

Before that, she was Executive Director of the Mobile Carriers Forum where she played a leadership role in building community stakeholder relations, and shaping the regulatory environment enabling the rollout of 3G technology in Australia.

Tanya’s non-corporate experience includes managing government engagement campaigns for the Juvenile Diabetes Research Foundation where over a two-year period she was instrumental in securing \$35 million in Federal Government funds for clinical trials and \$43 million for carers of children with Type 1 diabetes. Her most recent activity in this community is her appointment as Director on the Danii Foundation Board.

Tanya holds a Masters in Legal Studies (UTS), Masters in Public Policy (UNSW) and a Bachelor of Agricultural Economics (University of Sydney).

**ELIZABETH KOFF****Secretary  
NSW Health**

Elizabeth Koff has held a number of Senior Executive roles within the NSW health system, across operational and policy portfolios.

Elizabeth was appointed Secretary, NSW Health in 2016. As Secretary, Elizabeth is responsible for the management of the NSW health system (\$26.7 billion budget and 122,538 FTE) and setting strategic direction to ensure NSW continues to provide exceptional healthcare, research and education.

Elizabeth is an Adjunct Professor at the University of Technology Sydney, a Member of the Australian Institute of Company Directors (AICD), NSW President of the Institute of Public Administration Australia (IPAA) and a member of Chief Executive Women.

**INNES WILLOX**

**Chief Executive  
Australian Industry Group  
(AiGroup)**

Innes Willox is Chief Executive of the Australian Industry Group, a leading industry organisation representing businesses in a broad range of sectors including manufacturing, construction, transport, defence, ICT and labour hire.

Innes was appointed Chief Executive in May 2012.

Amongst other appointments, Innes is also a Director of Australian Super, Chair of the Migration Council of Australia, and a Board member of the Australian American Leadership Dialogue.

Prior to joining AiGroup in 2008, he served as the Australian Consul General to Los Angeles from 2006 to 2008, Chief of Staff to the Australian Minister for Foreign Affairs, Alexander Downer, from 2004 to 2006 and earlier was Manager of Global Public Affairs for Singapore Airlines based in Singapore (2000-04).

Innes began his career as a journalist. His positions included Chief of Staff at *The Age* newspaper in Melbourne and Chief Political Correspondent for *The Age* in Canberra.

**CARLA CHRISTOFFERSON**

**Executive Vice President and  
Chief Risk Officer  
DXC Technology**

Carla Christofferson is executive vice president and chief risk officer for DXC Technology. She leads the company's risk and security efforts. Ms Christofferson is focused on risk management, including the ethics and compliance function, cybersecurity preparedness, resiliency and security, brand protection initiatives and asset protection.

Ms Christofferson also works to advance DXC's enterprise-level resilience strategy to enable leaders to respond to security and business disruptions in an efficient and consistent manner, keeping the safety and security of employees at the forefront while protecting company assets.

Ms Christofferson brings significant experience in senior leadership roles. Prior to joining DXC, she was at AECOM, a leading infrastructure firm, where she served as executive vice president and chief legal officer.

Ms Christofferson led AECOM's risk management, IT security, physical security and safety, and health and environment departments. She also oversaw the company's legal organization globally, including litigation, government affairs, ethics and compliance, SEC reporting, and transaction-related legal activities.

Ms Christofferson was managing partner at O'Melveny & Myers, a Los Angeles law firm, for 22 years. She represented customers in a number of industries, including power, energy and oil and gas. Ms Christofferson is active in Los Angeles community affairs and has served on the boards of the Los Angeles Library Foundation and the Metropolitan YMCA.

She received a law degree from Yale University and a BA in communications from the University of North Dakota. Ms Christofferson was recently awarded the prestigious Top 25 Women Leaders in IT Services of 2020 award, which recognizes women in the technology field with the highest levels of achievement, who have made significant contributions to the field and who have paved the way for other women leaders in a traditionally male dominated sector.

**STEPHEN HAYES MBE****Chair and Executive Director, Gravity Group****Naval Shipbuilding Industry Facilitator****Chair, GAP Taskforce on National Resilience**

Stephen Hayes MBE was appointed as the National Defence Industry Workforce and Skills Facilitator by the Minister for Defence Industry in May 2018. In this role, he worked across federal government portfolios, with the state and territory governments, industry and academia to help resolve any workforce and skills issues that could impact defence industry's ability to effectively deliver the Government's \$200 billion investment plan. Defence Shipbuilding Industry subsequently engaged Stephen to continue the role in July 2020 with a specific focus on the \$90 billion Naval shipbuilding enterprise.

Stephen is also the Chair and Executive Director of the Gravity Group, a global innovation company focussed on digital transformation of strategy, execution and visual reporting in support of boards and company executives. Previously, he was the founding Managing Director and Chief Executive of the International Centre for Complex Project Management and the founding Chair of the International Complex Project Management Research Council.

Through his extensive work in international communities, government agencies and high-profile organisations throughout Europe, Brazil, China, Russia, North America and Africa, Stephen has become internationally recognised as a leader in the fields of complexity and program management. He has oversaw complex program management advice and support to numerous organisations, including the UK Ministry of Defence, Hitachi Rail, the Canadian Department of National Defence, the Australian Department of Defence, Air Services Australia, Australian Aerospace, Victoria Police, BAE Systems, Lockheed Martin, Thales and Boeing.

In 2012, Stephen chaired the International Complex Project Management Task Force that developed the internationally acclaimed report 'Complex Project Management – Global Perspectives and the Strategic Agenda to 2025'.

**The Honourable MARK DREYFUS QC MP****Shadow Attorney-General  
Shadow Minister for Constitutional Reform  
Member for Isaacs**

Mark Dreyfus was elected to federal parliament in 2007 as the Member for Isaacs. After serving as Parliamentary Secretary for Climate Change, in 2013 Mark was sworn in as Attorney-General, Minister for Emergency Management, and later as Minister for the Public Service and Special Minister of State.

Mark's first career was as a lawyer and barrister. A former Director of the Law Council of Australia, Mark was appointed Queen's Counsel in 1999.

Mark is a strong advocate for social justice and believes in creating a sustainable economy and environment for future generations.

Mark is also a passionate defender of the rule of law, and over recent years has been advocating for the establishment of a powerful and independent national anti-corruption commission.

**Air Vice-Marshal (Retd)  
JOHN BLACKBURN AO**  
MDefStud, MStratStud



**Chairman  
Institute for Integrated  
Economic Research – Australia  
(IIER-A)**

John Blackburn is a consultant in the field of Defence and National Security.

In 2007, he was appointed an Officer in the Military Division of the Order of Australia (AO). He retired from the Royal Australian Air Force in 2008 as the Deputy Chief of the Air Force following a career as an F/A-18 fighter pilot, test pilot and strategic planner.

Since 2008, John has consulted in the fields of Defence and National Security and has undertaken a number of related studies under the Institute for Integrated Economic Research - Australia, the Kokoda Foundation (now the Institute For Regional Security) and the Sir Richard Williams Foundation.

John assumed the Chairmanship of the Institute of Integrated Economic Research – Australia when it was established in early 2018.

His previous Board roles have included being the Chairman of the Kokoda Foundation Board, the Deputy Chairman of the Williams Foundation Board and the Defence nominee on the Australian Strategic Policy Institute Council.

## SPONSOR PROFILES

### DXC TECHNOLOGY



**DXC.technology**

DXC Technology is the world's leading independent, end-to-end next generation IT services company, uniquely positioned to help our clients harness the power of innovation to thrive on change.

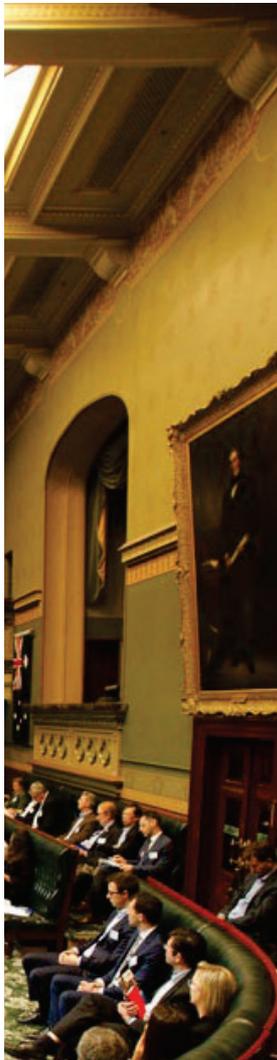
Our mission is to lead digital transformation for our clients and deliver new beneficial outcomes for their organisation. We have the resources, global reach and scale to help clients apply the power of technology and confidently guide them toward the future.

DXC Technology's independence, global talent, expertise, and extensive partner network combine to provide greater benefit to you. Our strength comes from:

Our technology independence and extensive partner network, including key strategic partnerships such as Amazon Web Services, AT&T, Dell EMC, HCL, Hitachi, HPE, HP, IBM, Lenovo, Micro Focus, Microsoft, Oracle, PwC, SAP, ServiceNow, and VMware. Our industry-leading partner relationships work together to deliver the right solution and the right team to address complex, critical client business challenges

- A differentiated operating model – encompassing the building, selling and delivery of technology solutions – that enable seamless interaction with you.
- A clear and confident vision, forged over 60 years of delivering results for thousands of clients across all industries.

<https://www.dxc.technology>



## GLOBAL ACCESS PARTNERS (GAP)



Global Access Partners Pty Ltd (GAP) is an independent not-for-profit institute for active policy that initiates strategic discussions on the most pressing social, economic and structural issues and challenges facing Australia today. Through its pioneering 'Second Track' process, GAP seeks to foster links between community, government, industry and academia to increase stakeholder participation in the development of government policy and promote novel, cross-disciplinary approaches to regulatory problems.

Since its establishment in 1997, GAP has been running multidisciplinary taskforces, forums, conferences, seminars, consultative committees, research and feasibility studies, online collaboration and executive consultancy, both internationally and in Australia. The GAP alumni network comprises over 4,000 members, with more than 1,000 people actively engaged in various GAP projects on a regular basis.

GAP works with Federal and State governments, major corporate enterprises, peak industry and community bodies, universities and research institutes.

<https://www.globalaccesspartners.org>



## EVENT FROG



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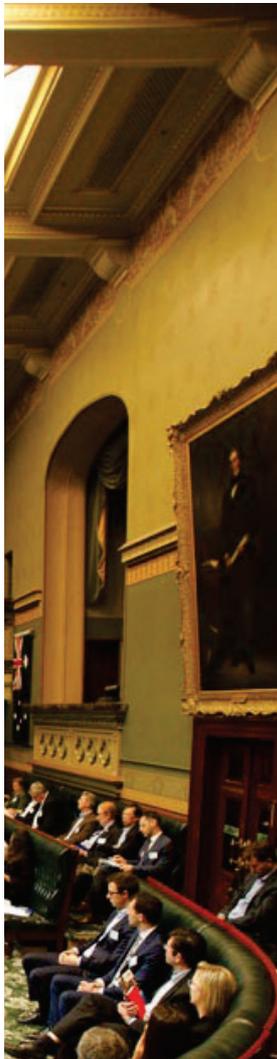
## GRAVITY ILABS



Gravity iLabs is an award-winning, Canberra-based innovation lab, with deep expertise in combining consulting, design and technology to solve business problems.

StrategyDotZero is an enterprise platform developed by Gravity iLabs. Designed for organisations operating in today's uncertain environments, it allows organisations to monitor and track strategy execution and business performance, accelerating the transition to a resilient and digitally connected organisation.

[www.gravityilabs.com](http://www.gravityilabs.com)  
[www.strategydotzero.com](http://www.strategydotzero.com)



## INTERNATIONAL INSTITUTE FOR ECONOMIC RESEARCH – AUSTRALIA (IIER-A)



The Institute for Integrated Economic Research - Australia was founded in 2018.

It conducts and supports research in order to contribute to an improved understanding of how Australians can plan for, and navigate, the significant transitions in Energy, Environment and Economic Systems over forthcoming decades whilst maintaining the stability and security of our society.

<https://www.jbcs.co/#!/iieraust>

## OPEN FORUM



*Openforum.com.au* is an interactive policy discussion website hosted and moderated by Global Access Partners (GAP). It offers a platform for free thought, open debate and policy discussion from an Australian perspective and welcomes blogs and comments from everyone who wishes to contribute.

The website has now showcased nearly 6,000 articles since the first piece – inviting questions to then Minister of Health Tony Abbott – went live in May 2007. Publicised by over 8,000 tweets, and thousands of posts on Facebook and Twitter, we feature unique articles written for the site by academics, GAP alumni and members of the public, as well as breaking scientific news and the best articles curated from a range of authoritative Australian sources.

At least three stories are published every day on a range of topics related to GAP taskforces and the forces shaping modern Australia. Regular topics include domestic business, economic and political issues; energy, climate change and the environment; infrastructure and technology; and the international science in the Pacific, Asia, China and the USA. The weekends often showcase wide-ranging articles on culture, history and human psychology.

In 2012, Open Forum held a successful public consultation on strata reform in New South Wales, whose results helped shape the biggest shake-up in the state's strata law for decades.

Open Forum has promoted the topic of resilience in the run-up to this virtual Summit and welcomes blogposts on resilience and other topics from all Summit participants, both now and in the future.

<https://www.openforum.com.au>

## DELEGATES

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