National Recovery Workshop
Report
2017

Red Cross would like to thank the workshop advisory committee members, the speakers, AIDR and Red Cross support staff for their assistance in bringing the workshop together.

Background

On 7-8 August 2017, 80 people from around Australia came together for two days in Melbourne for the National Recovery Workshop.

Hosted by Australian Red Cross in partnership with the Australian Institute of Disaster Resilience, the objective of the workshop was to undertake discussion and debate with the aim of refreshing the Australian recovery agenda. The workshop was timed to coincide with the first meeting of the Australia New Zealand Emergency Management Committee (ANZEMC) Community Outcomes Recovery Subcommittee (CoRS) meeting, which was held in Canberra on 9-11 August.

To encourage discussion at a higher thematic level, the workshop had a focus on looking at:

- the major changes in recovery since the year 2000 to the present, and
- what participants considered to be the opportunities and challenges from the present to 2030.

Participants were invited though nominations by the previous ANZEMC Recovery Sub Committee, and represented a range of views, perspectives and experiences.

Workshop format

The workshop was structured to first allow people with a range of experience and perspectives to speak via panel discussions and short presentations. Discussions and presentations were arranged into topic areas linked to key components of recovery.

Key issues identified from these presentations was then used to engage participants in small working group discussions on the second day. The working groups were given the task of articulating the key issues facing recovery in Australia, and their causes and effects.

Impact

The workshop took a three pronged approach to ensure that issues identified as challenges facing recovery in Australia were pursued:

1. Influencing the national level emergency management committees - the ANZEMC, and the ANZEMC subcommittee CoRS. The workshop aimed to provide participants who were ANZEMC CORS members an opportunity to hear from a range of voices on issues involved in recovery, with a view to influencing policy through the work of the committee.
2. Developing a summary of the key issues facing recovery in Australia. The summary in this report of the key issues as discussed by participants can be used by recovery organisations to assist in the development of their strategy and work.
3. Direct action – participants at the workshop were asked to make a personal commitment to specific actions that they could undertake in their roles.

Format of this report

- Outline of key issues facing recovery in Australia
- Summary of recommendations

- Appendix A: Summary of panel sessions and presentations on day one of the workshop
- Appendix B: Breakdown of participant representation
- Appendix C: Feedback from ANZEMC CORS members around the impact of the workshop

Outline of key issues facing recovery in Australia

On the second day of the workshop, participants were asked to participate in three working group sessions each. The working group topics were identified from the issues raised in day one of the workshop (see Appendix A of this report).

There were a total of eighteen working groups over three sessions, with some of the working group topics repeated in a number of sessions to allow participants to take part in high interest working group topics.

Participants in each working group were directed to use a problem tree model, and were asked to identify:

- The problem
- Causes of the problem
- Effects of the problem
- Possible next steps

The information below is a summary of the issues raised. Please note, where there was repeated / recurrent feedback from the sessions, some of the information was joined together into a broader topic area – for example, there were sessions specific to NDRRA funding and climate change, and these issues were similar to broader areas so were incorporated elsewhere.

Challenges identified

1. The formal recovery system[1] and communities impacted by disasters need to be better connected.

2. The existing evidence is not consistently used in recovery policy and practice.

3. Recovery planning needs to be based on community consultation and inclusion prior to disaster events.

4. Recovery needs to be better integrated with preparedness, response and broader resilience efforts.

5. A nationally consistent approach to lessons management would improve recovery policy and practice.

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[1] The term 'formal recovery system' is used in this report to include Government, Emergency Management organisations, NGO's and Community Service Organisations who have a role in emergency management arrangements.

High relevance themes

There were several themes which were repeatedly raised across many of the working groups which are worth noting. These themes speak to complex underlying issues within the recovery sector.

- The nationally agreed definition and indicators of successful recovery should be community focussed.
- Community members and locally based community organisations need to be better included in processes and practice.
- Resources to support appropriate planning and training for recovery prior need to be identified and accessible.

Summary of recommendations

1. Resourcing should be available and identified for pre-disaster recovery planning.
2. Training in community development approaches should be identified and available for emergency managers.
3. Recovery funding systems be more flexible and needs driven.
4. Future recovery funding should be evidence based.
5. Funding to be made available for recovery research which has practice driven outputs.
6. BNHCRC needs to invest a larger portion of their available funds to recovery focussed research.
7. Recovery research should be prioritised by jurisdictions, including through the BNHCRC.
8. Recovery workforce needs to be able to have access to evidence based professional development, training and resources.
9. AIDR to investigate recovery lessons sharing forums.
10. States to advocate for recovery to be incorporated into emergency management exercises.

Problem statement 1

There is a disconnect between the formal recovery system and communities impacted by disasters. This disconnect negatively impacts individual and community recovery from disasters.

Identified causes	Identified effects
- Each disaster has unique recovery challenges making it difficult to have a 'prototype' or agreed path / process for recovery. - The formal recovery system (including funding system) does not meet the needs of a complex, fluid situation. - The formal recovery system does not always recognise the needs, stressors or concerns of the community. - The pace of the formal recovery system may be faster than the community experience of recovery. - There is limited comprehensive, inclusive recovery planning undertaken prior to an event. - Community members may not be sufficiently included in the decision making process or encouraged to be involved in the formal recovery system. - There are challenges in learning lessons from previous events. - The formal recovery system is process focussed, which can lead to a 'cookie cutter' approach being taken. - The community expectation of what government will deliver may be unrealistic. - There may be pre-existing distrust or disconnect between the community and the formal sector. In a disaster setting this distrust may be magnified.	- Formal recovery processes may, at times, compound the negative impacts of disaster, which for some community members mean that the recovery process is like a 'second disaster'. - Impacted people may not get access to the support they need. - Impacted people may not get access to the information they need to make decisions for their future. - Increased anger and distrust. - Community led approaches are used inconsistently. - Communities carry the burden of this disconnect when the service sector 'packs up and leaves'. 'Top down' approaches are disempowering for impacted communities. - Disconnected approaches are disempowering for recovery workers on the ground. - Prevents lessons from being learned, so the same mistakes are made again. - Resources may be spent on recovery steps that are not of the most benefit to the community.

• Some processes and rules may be bureaucratic which create arbitrary / false boundaries, criteria and role restrictions. • The formal recovery system may not take a strengths based approach, and is not confident with community development approaches which may assist closing the disconnect.	

Problem statement 2

Recovery policy and practice is often not based on the existing evidence base.

Identified causes	Identified effects
• The existing evidence base is limited. • Evidence is often not presented / translated into useful pieces to be used by practitioners or policy makers. • The recovery sector has not used formal monitoring or evaluation processes for recovery, and where evaluations do happen they are shared informally. • Most recovery practitioners are 'thrown in' to recovery work as a reaction to a disaster event with no or limited training. • Most policy makers have no practical recovery experience. • Decisions in recovery are often politically motivated rather than evidence based. • Disaster recovery is a multi-disciplinary area. From a research perspective this makes the evidence base quite disparate.	• Preventable negative impacts to communities affected, turning the recovery process into the 'second disaster' for some people. • Negative outcomes for individuals and communities impacted by disasters. • Repeated mistakes. • Resources may be spent on recovery steps that are not of the most benefit to the community. • Lack of formal evaluations means that practitioners have limited experience of what has worked / not worked in the past. • 'Myths' perpetuated within the sector. • Difficulty in changing the status quo.

• The cost of comprehensive, meaningful monitoring and evaluation in an already tight budget environment. • Limited accountability – even when an existing evidence base is not used or contradicted, there is no one asking why and no penalties for this practice. • Many small or informal organisations in recovery who may have data / evidence to share aren't seen as credible recovery players, so their information isn't included / sought for inclusion (e.g. CSO data). • There is no agreed, community focussed understanding of what successful recovery looks like, which makes working to a common goal difficult.	

Problem statement 3

We don't adequately plan for recovery. Even where plans do exist, community consultation and inclusion in recovery planning is not done consistently.

Identified causes	Identified effects
- Each disaster has unique recovery challenges making it difficult to have a 'prototype' or agreed path / process for recovery. - Existing planning templates and requirements are often hazard focussed, rather than community outcomes focussed. - Good planning takes time and resources. Most recovery planning is not well resourced, and happens as a reaction to a disaster event. - Many people writing recovery plans have no practical experience in recovery, and limited understanding of community led approaches. - Most recovery staff are appointed short term as a reaction to a disaster event. - The timeframes of recovery plans are generally driven by government and do not allow for community consultation or input. - There are challenges in learning lessons from previous events which result in the formal recovery system not changing. - In some places, pre event planning for recovery is not mandated, and even where it is, the plans often do not incorporate community led approaches or reflect the complexity of recovery. - Political announcements early on in an event set a path for recovery which may not incorporate lessons learned or follow existing plans. - Community members are not sufficiently involved in the formal recovery system.	- Preventable negative impacts to communities affected, turning the recovery process into the 'second disaster' for some people. - Poorly targeted / unwanted / unneeded services provided based on what the formal recovery system thinks a community will want. - Plans take a 'cookie cutter' / one size fits all approach. - Heightened anger and distrust towards government and emergency management agencies. - Lessons from previous events not incorporated into new plans. - The emergency management sector remains hazard focussed rather than community outcomes focussed. - Missed funding opportunities early in the recovery. - Missed opportunities to harness expertise and leadership in the community.

• The emergency management sector has historically used top down, one way communication with communities. • Existing plan templates / requirements may not allow for issues which are pertinent to communities, such as drought, heatwaves etc.	

Problem statement 4
Recovery is not well integrated with preparedness, response and broader resilience efforts.

Identified causes	Identified effects
- Agencies and departments within the emergency management sector don't have the same aims and outcomes, which makes it difficult to work to a common goal. - Recovery funding generally comes after a disaster event and is reactionary, making it difficult to integrate with other parts of the sector. - Fragmented, short term recovery workforce makes it difficult to build relationships locally. - There is a power imbalance towards response being more important. - There is no career pathway for recovery workers, unlike people working in response, which make integration difficult. - Control and command systems with one lead agency will always be at odds with coordination systems. - Agencies with a focus on preparedness and response are often hazards survival focussed, which makes it difficult to integrate with recovery. - Limited media coverage of preparedness and recovery means that the general population and politicians think about response only. - Functions are still controlled by 'patch' experts. - Agencies involved in preparedness and response rarely get an opportunity to see the long-term consequences of the decisions that are made in response, making it harder for them to bring these lessons back into their practice.	- Resources may be spent on recovery steps that are not of the most benefit to the community. - Potentially exacerbates the impacts of disasters. - Local knowledge not used / incorporated. - Response dominates the emergency management agenda. - Decisions made early on in response may have long term community consequences. - We haven't had many opportunities to see the full benefits of a truly integrated system. - The emergency management sector struggles to incorporate (and be incorporated into) broader resilience strategies (e.g. family violence, homelessness)

Problem statement 5:

The recovery system, complexity, and culture within the sector challenge and limit our capacity to learn lessons

Identified causes	Identified effects
• Each disaster has unique recovery challenges making it difficult to have a 'prototype' or agreed path / process for recovery. • Most people working in recovery have other BAU roles which puts pressure to finish recovery work. • In many cases there is no requirement for monitoring or evaluating recovery work. Formal enquiries rarely include recovery. • Recovery roles are often short term which means that there is limited capacity to implement changes identified in reviews – there is no systematic way to 'close the loop'. • There is limited capacity for comprehensive pre disaster recovery planning. • There is a limited culture of continuous improvement in the sector. • Problems identified are often complex / wicked problems. • Existing recovery networks only assist those with ongoing recovery roles – most people involved in recovery come from outside the recovery sector. • The political nature of recovery may limit changes being made. • Community members are not sufficiently involved in the formal recovery system. • The timing of reviews is often done to suit agencies rather than communities.	• The same mistakes are repeated over and over. • Negative impacts on disaster affected communities and individuals. • Policy and practice get developed on the fly. • Training for new people is either very limited or the lessons from previous events don't get incorporated. • Increased anger and distrust from community. • Reinventing the wheel. • Loss of 'corporate' knowledge / community knowledge

Appendix A: Summary of panel sessions and presentations on day one of the workshop

Session: Community Led Recovery	Presenters: Anne Leadbeater, Margaret Moreton, Sarah U'Brien, Carole Owen		
The Past - big changes 2000 >> Now	The Future - big changes now - 2030	Issues and opportunities	Other significant aspects
• Generally, communities are already caring for each other, sharing, supporting each other, however, this changes control changes government services. • There should be connection with communities as they are powerful and strong.	• Give community purpose and a say. • The recovery principles are still relevant, it is the interpretation, however, that can be improved. • Structures are needed to link government and communities and to facilitate learning. Working with communities prior to disasters is necessary to build connections with existing groups, develop plans and understand the current community capacity.	• There is no one definition of what community is. • Some communities and government agencies are dysfunctional and divisive. • The social sector is nearly non-existent or included in this space, despite the premise of the sector revolving around community resilience. It has been said that the arrival of government is the second disaster.	

Session: Infrastructure	Presenters: Barry Magnus, Rynier Brandt, Andrew Coghlan		
The Past - big changes 2000 >> Now	The Future - big changes now - 2030	Issues and opportunities	Other significant aspects
• Sending people who are 'inappropriate' for the recovery work required i.e. they lack practicality or sensitivity to the community. • There is a lack of commitment from all areas of government to consult the community during the process and understand what is happening/being done.	• The dynamic nature of an emergency requires flexibility, tactical changes and additional resources. • Additional anytime dial ins, networks, events, discussion, goodwill and support. • Recovery planning – what can be done in terms of preparedness i.e. building codes, business continuity planning and prioritising during recovery.	• People are becoming less and less resilient. • The ability of communities to reconstruct/rebuild has slowed down. • Communities are more sensitive than ever to government actions Inconsistencies between legislation can be amended to increase engagement and assist people through recovery.	

	Conducting desktop scenarios to discover as many issues that would normally slip through the cracks.		

Session: Economic	**Presenters**: Kim Houghton, Luigi Zarro, Don Plowman, Andrew Coghlan		
The Past - big changes 2000 >> Now	**The Future - big changes now - 2030**	**Issues and opportunities**	**Other significant aspects**
• There is a lack of economic feasibility of re-investment into assets with funding for recovery, particularly infrastructure not targeted, causing longer-term asset management issues. • Attempts have been made to replace the existing infrastructure which was implemented/built as "band-aid fixes". • One of the most difficult aspects has been getting agreement between government and community regarding investment. • Port Arthur and the Newcastle earthquake, from different perspectives, are good examples of the impacts emergencies can have on a central business district. The balance between timeliness of supply and locally sourcing work/goods can cause tension if not right.	• Consideration of future investment into assets, particularly after damage sustained. There is a need for better modelling of community engagement and collective agreement.	• Long-term impacts and opportunities for funding should be considered before injecting short-term funding into communities. • There is the opportunity to secure vouchers from local businesses for local use and investment. • Contracting local people to undertake works in the re-building process. • There are 'pre-existing' issues that need to be considered in recovery decisions, such as, some businesses before emergency events are not commercially viable or operating under a sustainable model. • State funding assistance for businesses to continue trading is unsustainable and can have negative long-term impacts. There can be taxation issues for the ongoing support in recovery of businesses and infrastructure.	

Session: Natural Environment	**Presenters**: Amanda Lamont, Susie Burke, Tony Fox, Annalise Peyton		

The Past - big changes 2000 >> Now	The Future - big changes now - 2030	Issues and opportunities	Other significant aspects
• Climate change is impacting society's psychological wellbeing. • Thinking outside the "one-pillar" box is required if effective action is going to be taken because natural environment affects all other recovery pillars. Further learnings of and consultations with communities is required to understand how communities relate to the natural environment.	• Better engagement with, messaging to and education for the community is required. • Lessons learned need to be incorporated into institutional knowledge. • There is a need for a central data point. • Further action and understanding of climate change is needed because through climate change scenarios, the natural environment becomes more valuable i.e. it becomes more vulnerable and harder to repair. • To improve adaptability, a better understanding is necessary of how self-efficacy is fundamental to adaptiveness. Urban planning needs to be done with recovery in mind and adapt to emerging risk assessments.	• As disasters escalate so will the impact on the natural environment. • Undertake risk assessments and include land managers who know the land and understand impacts of risks. Use multi-disciplinary teams to undertake assessments. Engaging with the environment is an opportunity for community members to feel better about themselves, learning about resilience and natural resources.	

Session: Psychosocial		Presenters: Greg Ireton, Michelle Roberts, Alex Zimmerman, Kate Brady	
The Past - big changes 2000 >> Now	The Future - big changes now - 2030	Issues and opportunities	Other significant aspects
• Schools are a point of reference for communities at times of major disasters and can provide psychosocial messaging and intervention.	• Evidence informed interventions requiring research to demonstrate outcomes.	There is a need to understand the long-term nature of recovery and the need for flexibility because budgets and projects currently do not allow for the extent of recovery.	

There has been an increased understanding of the psychosocial impacts of disasters, but there is still some way to go.	Children are being given agency to look after themselves and impact their outcomes.	Resilience and recovery are linked, the same thing.	
Approaches different between states and territories, however, there is a degree of predictability.	Psychosocial will no longer be a separate category of intervention. Education becoming an active partner, rather than a passive resource.		

Session: Cost of Recovery	**Presenters**: Bridget Tehan, Kate Fitzgerald, Andrew Coghlan		
The Past - big changes 2000 >> Now	**The Future - big changes now - 2030**	**Issues and opportunities**	**Other significant aspects**
• Large number of Victorians are not insured or inadequately insured, leading to serious implications and ramifications. Estimated national cost of natural disasters in 2015 was $9billion.	• Need to revise the personal hardship assistance payments to focus on more vulnerable individuals. • Further promotion of financial resilience to emergencies through home and contents insurance. Government financial assistance needs to consider those who are insured and those who are resistant to insurance.	Current issues included affordability, acceptability, underestimation of risk, overestimation of financial resilience cost of rebuilding.	

Session: Research Trends	**Presenters**: John Handmer		
The Past - big changes 2000 >> Now	**The Future - big changes now - 2030**	**Issues and opportunities**	**Other significant aspects**

• In addition to traditional activities, research can also have both an auditing and a benchmarking focus.	• There is a need to understand what is necessary to avoid economic collapse.
	Tracking detail of flow of aid and funds helps to link events.
		• Recovery research is context specific with no clear 'best' approach.
		• Events lead to extensive research.
		• Research has identified there is frustration in all directions i.e.
			• Major themes include
			  − Ethics
			  − Human rights
			  − Ignored groups e.g. homeless
			  − Economics of disaster on livelihoods

| | | governments with communities; communities with governments.
• There are research complications for documented activities, including BNHCRC research objectives.
Challenges include the size of the community, duration of response, selection of indicators, ignoring specific groups, focus on formal but not information measures (such as what the community does to support each other). | − Insurance
− Integration of recovery research
− Digital economy and its challenges, including dependencies on infrastructure
Relevance of events from overseas and learnings from other events. |

Session: International Trends	**Presenters**: Sally McKay		
The Past - big changes 2000 >> Now	**The Future - big changes now - 2030**	**Issues and opportunities**	**Other significant aspects**
• Previous approach to international aid had no thought to targeting aid or community consultation. Lack of infrastructure through which to target aid and support and the paternalistic nature of the approach of aid workers from different cultural backgrounds made it difficult to effectively engage.	• Relief should be seen as a whole rather than separate entity, through a collaborative approach uniting the different aspects of support. • Needs assessments undertaken to better understand the context, existing community decision-making functions and enable communities to be accountable and have a voice. • Cash programming places trust in the local communities and local people knowing their own needs. • Localisation has meant that arrangements need to be in place	Looking to local capacity with aid agencies playing more of an 'enabler' role.	

	with local agencies and business prior to an event so that they are prepared to undertake recovery work when required. Stronger alignment with development goals and disaster preparedness work has become an integral part of the recovery process.		

Session: Emergency Services Perspective	**Presenters**: Stuart Ellis		
The Past - big changes 2000 >> Now	**The Future - big changes now - 2030**	**Issues and opportunities**	**Other significant aspects**
	• Early intervention can mitigate long-term impacts. • There has been a shift and planning for relief and recovery needs to happen before an incident occurs. It is recognised the way in which response is carried out does impact recovery.	• Return to home issues remains a challenge. Recovery is more complex than response and relief and takes more time. AIIMS does not include recovery as a separate function, instead focusing on a way of achieving an outcome.	

Session: Community Services Organisation Perspective	**Presenters**: Bridget Tehan		
The Past - big changes 2000 >> Now	**The Future - big changes now - 2030**	**Issues and opportunities**	**Other significant aspects**
• Community organisations are embedded in communities and comprise an important part of the community's structure. • The core role of the sector is to build resilience on a day-to-day	• These organisations can rebuild through community engagement, development and building activities. • Bolstering of capacity of organisations to deliver services	• The social costs of disasters far outweigh any other costs of disasters. • Fundamental challenge is the capacity to meet demands for services.	

basis to rebound from stressful life events. These organisations are central to recovery, during and after an event.	and programmes is the key to success. Building resilience involves empowering and encouraging organisations to manage recovery of their own communities.	• Currently there are gaps in policy frameworks that do not ensure the sector's role is identified, engaged with or endorsed. It is the fastest growing sector in Australia, however, recruitment and retention of staff is a challenge.	

Session: Government Perspective (Federal)	**Presenters**: Aaron Verlin		
The Past - big changes 2000 >> Now	**The Future - big changes now - 2030**	**Issues and opportunities**	**Other significant aspects**
• Currently, trend is to look only through the lens of government. • The word resilience is overused i.e. there are stages when you are looking resilience and when you are not. The current Commonwealth focus is the management of money.	• To support sustainable community led recovery. • There needs to be a move to outcomes focussed funding and looking at how recovery works. • It would be great if by 2030, the Federal Government was able to provide funding and then step back, rather than prescribing how and when it should be used. • The national meaning of crisis leadership and how to best facilitate a person in a recovery role whilst then event is still effectively in a crisis state. • The introduction of the Monitoring and Evaluation Frameowrk and its availability online (Australian Disaster Resilience Knowledge Hub).	• There is question over whether the current arrangements work for non-natural disasters e.g. terrorism. This requires a better understanding of the impacts of events and what severe means. There is not enough research/data now to be able to determine what good recovery looks like.	

	• A move to more partnerships, across multiple sectors to develop a whole of society approach to capability development. Funding needs to be allocated to preparedness and preparing for recovery.		

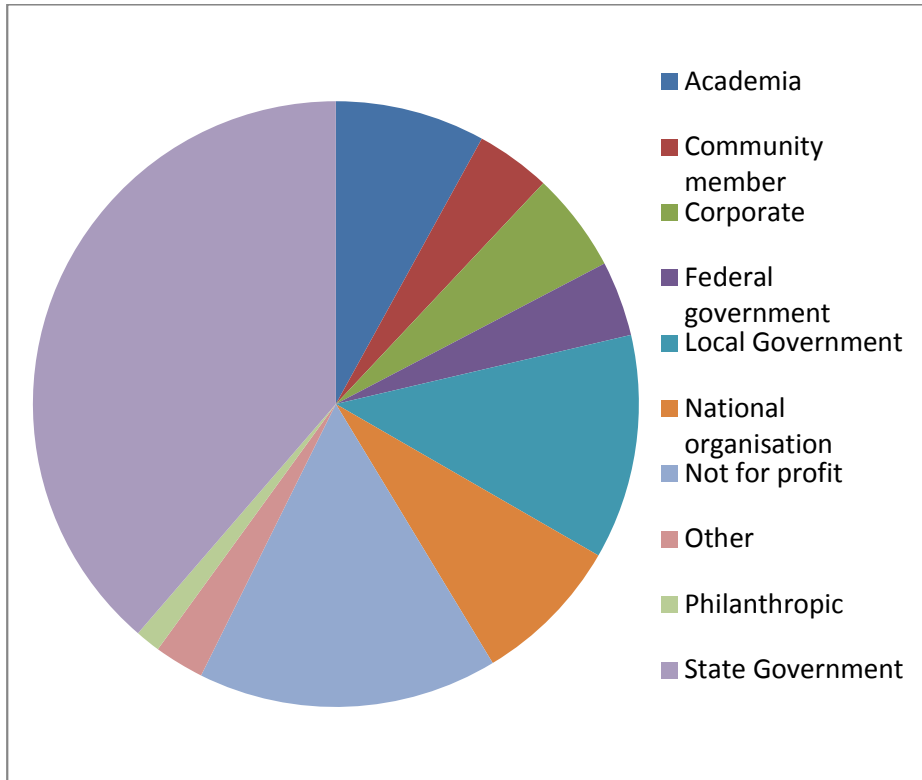| **Session:** Government Perspective (State)	**Presenters:** Wendy Graham, Ronnie Faggoter, Kate Fitzgerald		
The Past - big changes 2000 >> Now	**The Future - big changes now - 2030**	**Issues and opportunities**	**Other significant aspects**
• Recovery used to be one line within the Emergency Management Act and was understood to be in community services, prior to 2004, meaning a disconnectedness between government recovery structures and communities. • Shared responsibility, a result of the Nation Strategy for Disaster Resilience, was a fake solution. Benefits of the past decade, however, have included a greater shared knowledge, working more collaboratively, evolving to ensure collaboration and sharing of resources.	• Recovery needs to be less structured than response planning to allow for organic recovery to happen and for governments to release funds based on that. • A greater understanding of risk is needed i.e. shift the conversation to thinking about the risk of having to recover. • There is a change in the conversation in relation to relief and recovery (Vic) proposing a shift whereby communities are at the centre of the before, during and after. • Moving from activities to outcomes, away from built environment. Preparing for the significant cost to governments and the impact of disasters and the impacts on social	• Lack of recovery planning and recovery planning not being included in committee level and individual planning. Cultural change is all about starting a conversation.	

policy issues, such as family violence and substance abuse.			

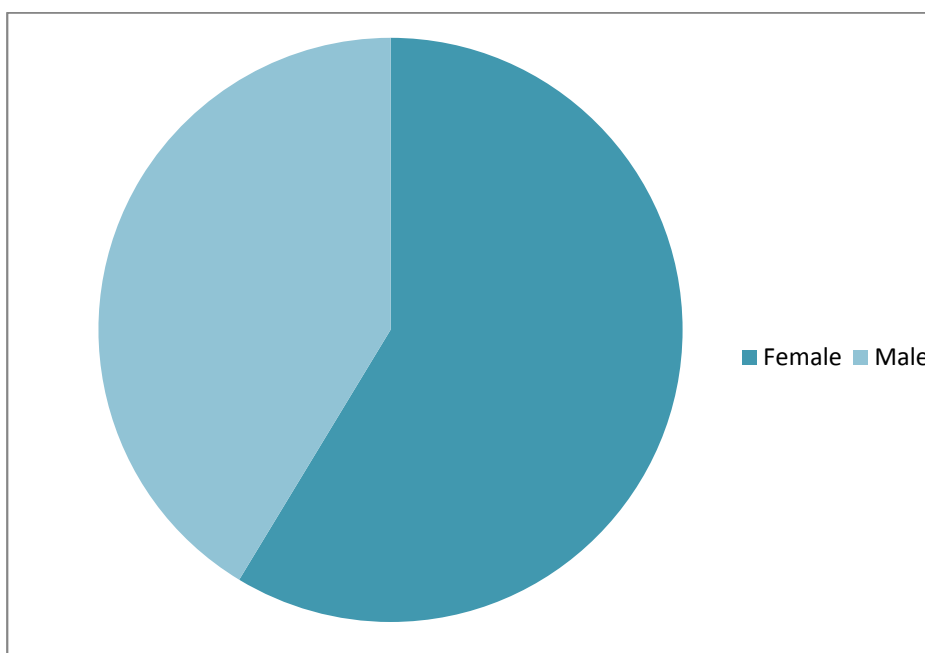| **Session:** Government Perspective (Local)	**Presenters**: Lucy Saaroni		
The Past - big changes 2000 >> Now	**The Future - big changes now - 2030**	**Issues and opportunities**	**Other significant aspects**

Some of the current issues included: systematic under-insurance, risk transferral (local government bearing the cost), over-servicing, increasing local government insurance costs and complications of urban planning.	• Promotion of consumer choice and options to residents in an attempt to reduce the number of residents not insured or under-insured.
	• Developing a model for business continuity and ensuring it lines up with emergency management plans and working to have critical services run at the same time as response.
	
	There needs to be a better balance between government control and government support, government needs to improve its willingness to handover control.
		• Council premiums are affected by international events, forcing councils (such as Yarra City) to go overseas to obtain cover.
		• There are issues with attempts to build back better and National Disaster Relief and Recovery Arrangements funding.
		• There are several opportunities, including:
		  − Closer collaboration with CSOs and agencies
		  − Professionalisation of recovery
		  − Rate-capping and innovative practicing
		  − In-sourcing of resources (e.g. translators)
		  − Communications planning inclusive of community needs
		  − Integration of business continuity and emergency management plans.	

Appendix B: Breakdown of participant representation

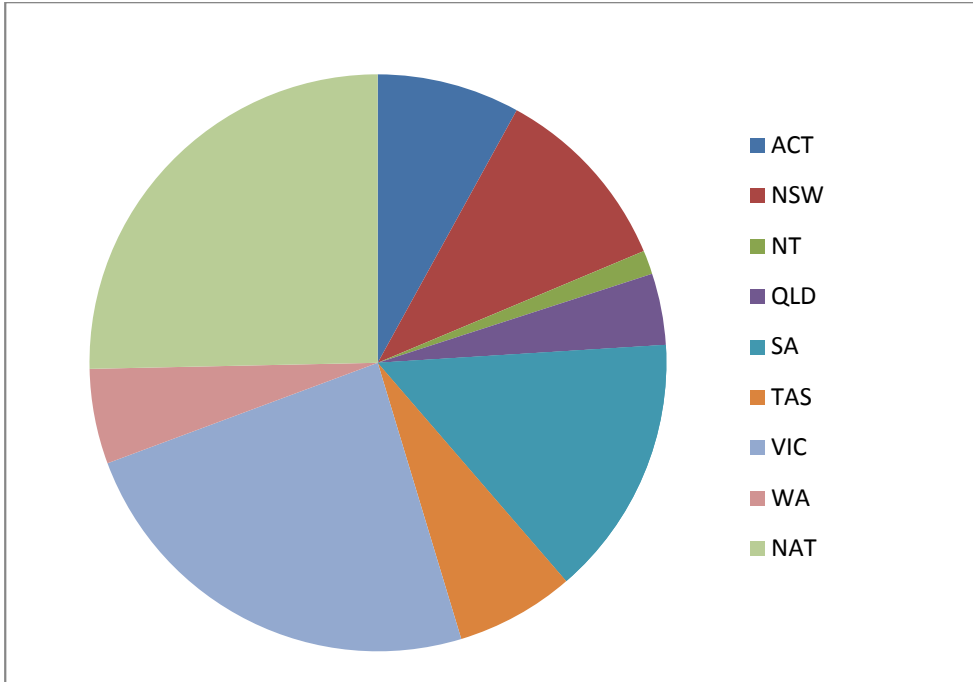80 participants attended the workshop. Below is a breakdown of the participant demographics.

Participants by organisation

- Academia
- Community member
- Corporate
- Federal government
- Local Government
- National organisation
- Not for profit
- Other
- Philanthropic
- State Government

Participants by gender

- Female
- Male

Participants by location

Appendix C: Feedback from ANZEMC CORS members around the impact of the workshop

Key points identified at the workshop

- We need national arrangements and policy discussions that deliver actual outcomes for individuals and communities.
- There is still not common agreement on what successful recovery looks like, we either need to accept this and shift the discussion or focus effort and energy on unpacking this.
- We still do not have a comprehensive understanding of what community led recovery looks like.

Ways that participating at the workshop influenced participation at ANZEMC CORS

- National bodies such as ANZEMC best focus and achieve outcomes when they focus on common issues where we can achieve more by working together than working alone
- Everything we do nationally through these committees need to actually deliver better emergency management/recovery outcomes for Australians.
- It helped in terms of separating what is State / Territory and Local Government responsibility and what should be discussed at national level.