

## Strategic Risk Policy® Enables Integrated Intelligence, Risk and Security

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### ***Planetary Paradigm Change – Bondi 14/12/2025***

The Australian Risk Policy Institute (ARPI®) has expressed condolences for the victims, families and friends following the Bondi massacre of innocent Australians. This terrible event should never have been allowed to occur and must never be allowed to recur in a country recognized for its multi-cultural excellence and harmony - a global model. ARPI® is an independent, not-for-profit entity.

As the world has raced to new levels of industrialization and digitalization this century, it has unwittingly become subject to the 'Doctrine of Vulnerability.' Innovation without governance, greed and evil intent have exploited a fragmented world suffering from decreasing governance. This has occurred in multiple ways – diminished accountability, politization of law and order, weaponization of mass migration, generational indoctrination in place of education, and harmful as well as positive mass-communication. The world is experiencing the 'boiling frog' syndrome. Negativity rejected in the past is the new norm.

First Principles require the world to realise that adjustment is necessary to restore balance and support innovation. Despite living in the age of digital transformation, the world is subject for the first time in history to rapid deterioration and not in the same place. The 'One Thing' needed is Planetary Paradigm Change driven by leaders.

"Redundant Resilience" of critical global infrastructure, in today's vulnerable and dangerous world, is a priority of all nations, not just those in the convocation of free nations. This is also a step in supporting vulnerable nations to regain safety, pride and sustainability.

A broad range of Australian leaders decided to work in today's space to design and build a leadership solution to encourage and deliver a 'Law of Adjustment' approach towards leadership and governance. Analysis of exponential, catastrophic events from the Global Financial Crisis forward revealed a common thread of failure.

Paradigm change is needed to recognize that the world is now interconnected, interdependent and interactive like never before - a 'meta-grid' – and that some challenges today have never been seen before and attach increasingly, unimaginable consequences. New global thinking is required to renew leadership and governance approaches, beyond those no longer fit for purpose.

The common thread found of catastrophes since the Global Financial Crises is reliance on 'risk management' processes invented last century. Their pillar being a 'risk register' which has failed in all cases, because its source is selective, remains insular, regards risks as linear and assumes all risks behave rationally. Simply put, risk management today is closed and built on fragmentation: yet the world is now interconnected. Analysing organizational risk management registers after catastrophic events have occurred usually produces a response that 'no additional information' was received to cause concern.

Relying on risk management registers is thus often too late or too little, especially for strategic risks. ARPI®'s research also established that "Risk today is based in Vulnerability and concerned with Consequences." Vulnerability means potentiality or possibility of strategic risks or crises, often coming from left-field (yet known about in hidden places and suffering silence from communication gaps). See [www.arpi.org.au](http://www.arpi.org.au)

New thinking is therefore required to re-invent the global approach to identifying and considering risk, starting with 'sources' and then 'maintaining currency' of information and intelligence, as the outcome today must be to enable 'informed and pre-emptive decision-making' by leaders - who are trained in and understand today's world.

'Micro-time, interconnectedness and destructive capability' demand that the world urgently protects against vulnerabilities rather than continues to sleep-walk, accidentally or even intentionally, through reactive risk registers within a fragmented world. Paradigm shift required is from 'silo/organization-ego-centric' approaches to 'network-eco-system-centric approaches. Information today resides in networks. Bondi exemplifies.

ARPI®'s Strategic Risk Policy® innovation provides a solution to achieve informed and pre-emptive decision-making through empowered leaders: able to garner network information to examine risk in the context of 'wholeness' and to consider risk at the point of vulnerability to protect society, rather than damage control responsiveness.

Strategic Risk Policy® is being adopted globally, through leadership paradigm change. Within Australia, ARPI® informs governments, as well as corporate and community sectors, and will continue to do so. Internationally, ARPI® has established a Global Risk Policy Network (GRPN) with affiliate organisations in India (Asian Centre for the Global Risk Policy Network), European Risk Policy Institute, United Kingdom Risk Policy Network and the United States Resilience and Risk Policy Institute. The GRPN operates through the Centre for Advanced Resilience and Risk Policy Studies (CARRPS™).

ARPI®'s innovation of Strategic Risk Policy® is available through education, is involved in enhancing resilience of critical global infrastructure and is developing digital programs for decision-support through *organized human intelligence*, known as Intelligence Augmentation (IA), that is, strategic areas which Artificial Intelligence (AI) presently doesn't cover and may never be able to cover e.g. context, situational awareness and alerts. The aim is to achieve Intelligence Equilibrium®.

In summary, ARPI® promotes Strategic Risk Policy® for an integrated approach towards intelligence, risk and security capability, to enable informed and pre-emptive decision-making by leaders.

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