

Submission to 2026 Royal Commission on Anti-Semitism & Social Cohesion

The Australian Risk Policy Institute (ARPI®) is an independent, not-for-profit organisation. Our purpose is to promote new thinking, new approaches and new frameworks concerning risk for leadership, decision-making and policy formulation and implementation. New approaches to risk are urgently needed as we live in the “Age of digital transformation, subject to rapid deterioration, and not in the same place.”

The Royal Commission will consider many risk issues over the course of the Inquiry. ARPI® will not pass judgment in this submission on the decisions made in the events in the lead up to the Inquiry. A former Australian Federal Police officer once said that “Assessments are made with incomplete information” and that organisations need to develop a more “holistic approach.” ARPI® sees this as exactly the issue: no single organisation ever has the full picture anymore. Critical information is scattered across many different networks, agencies, and systems. To make good decisions, leaders need access to the whole picture, not just the small part held inside their own organisation.

ARPI® observes that the world today is more interconnected and interdependent than at any other time in history. We all operate inside an “information meta-grid”, a giant web of data, intelligence, and communications. Critical and relevant information about risks and threats sits across this web, both inside and outside organisations. If leaders and decision-makers can’t access that wider network, they will always work with unwanted gaps.

To solve this, ARPI® promotes a major shift in how leaders think about risk. Instead of each organisation working in its own silo, protecting its own information, focusing only on its own priorities and acting independently, ARPI® encourages a network or ecosystem-based approach. This means sharing information, collaborating across sectors and seeing risk as something that emerges from the whole system, not just in one part of it.

This shift allows leaders and decision-makers to see the “wholeness” of a situation. When they understand the full picture, they can make better, faster and more informed decisions. ARPI® calls this “Decision Advantage”.

The second paradigm change required is to focus on potentiality or possibility of risks by identifying and ‘protecting against’ vulnerabilities and exposures at the point of identification. This will prevent them becoming risks or crises, before it is too late. This constitutes a completely different and earlier approach in focus, manner and outcome from reactive “risk management”. ARPI® calls this the “Resilience Imperative”.

To support these changes, ARPI® has created the global Centre for Advanced Resilience and Risk Policy Studies (CARRPS™). This Centre developed Strategic Risk Policy®, a new approach that:

1. Helps leaders gain a complete, integrated understanding of a situation so they can make informed, proactive decisions; and
2. Provides tools to identify vulnerabilities long before traditional risk management would even begin.

Strategic Risk Policy® helps decision-makers at all levels protect against emerging problems early, avoid costly failures and build stronger, more resilient systems. It applies to every part of society (government, business, intelligence, national security, cyber-security, major infrastructure and even the challenges created by artificial intelligence).

ARPI® has already formed global partnerships and contributed new solutions to both local and international problems, some of which had never been attempted before.



The essence of this submission is that leadership paradigm change is required to apply new thinking and approaches or suffer a continuation of disasters with the attached cost of failure. When we adopt these new approaches, we can build a safer, more resilient, and more sustainable future.

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***Annexure to Submission:
ARPI® Perspective of 29 December 2025***

Strategic Risk Policy® Enables Integrated Intelligence, Risk and Security

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

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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**Centre for
Advanced
Resilience
and
Risk Policy
Studies**