



National Centre for
OUTDOOR RISK & READINESS



Outdoor Risk and Resilience Symposium 2025

Wednesday July 9th 2025, Thoroughbred
Park Randwick Road Lyneham ACT 2602

NatCORR SYMPOSIUM

NatCORR has partnered with Outdoors NSW/ACT to host the Outdoor Risk and Resilience Symposium in Canberra, ACT.

The Symposium focuses on the latest strategies for building organisational resilience, mastering critical incident response, and understanding the profound impact of weather in a rapidly changing climate. With dynamic interactive sessions, expert-led panel discussions, and invaluable insights from both industry leaders within the outdoor sector and beyond, this event will be an unforgettable day of learning and connection



To secure your ticket and see more information please scan the QR code

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This project receives funding from the Australian Government

AGENDA AT A GLANCE

WELCOME & OPENING

MC - Jessica Bulger, CEO Australian Indigenous Governance Institute

STATE OF OUTDOOR READINESS - PANEL

- Dr Loren Miller, NatCORR / OBA - Moderator
- Sally Kuschel, NEMA
- John Richardson AIDR
- Dr Karl Braganza, Bureau of Meteorology
- Lori Modde, Outdoors NSW & ACT
- Dr Clare Dallat, Risk Resolve

MORNING TEA

MICRO-WORKSHOPS

Weather Ready

- Mary-Jane McLeod, Bureau of Meteorology
- Dr Clare Dallat, Risk Resolve
- Ben Lovell, OBA

Organisational Resilience and Incident Response

- Dr Clare Dallat, Risk Resolve
- Dr Loren Miller, OBA
- Ellie Hargrave, OBA

LUNCH

KEYNOTE SPEAKER

Protecting People, Not Just Places; Managing Heat Stress in the Outdoors

Dr Grant Lynch, University of Sydney

CASE STUDIES

Bushfire: Dr Loren Miller, Outward Bound Australia

Floods: Leanne Hodge, Parks Victoria, Buchan Cave Reserve

Landslides & Erosion: Lithgow City Council & Outer Limits Adventure Fitness

AFTERNOON TEA

COLLABORATION FOR CLIMATE CHANGE READINESS (Panel)

- NatCORR: Ellie Hargrave & Nicky Hanson
- ATOEN: Brendon Munge
- International: Dr Jeff Jackson
- AIDR: John Richardson
- Climate Change Education Strategy: Peta White

SYMPOSIUM CLOSE

Jessica Bulger, CEO Australian Indigenous Governance Institute

SPEAKERS

JESSICA BULGER

CEO, Australian Indigenous Governance Institute and Co-Chair Outward Bound Australia Board



Jess is currently the CEO of the Australian Indigenous Governance Institute (AIGI), and Co-Chair at Outward Bound Australia, and is based in Canberra. She began her career as a teacher and taught within High Schools and Universities before moving into the NFP sector where her focus has been on governance, women in leadership and nurturing emerging leaders. Jess also holds various advisory roles related to initiatives she cares about including with DFAT, Monash University, Philanthropy Australia, GHD and Optus. In her spare time, Jess is taking her young family on adventures or supporting the passions and projects of her Mum and Aunties at home in Tumut. Jess comes from a long line of strong Wiradjuri women and is driven by the belief that as Indigenous peoples we have the solutions for our communities and that our work must be informed by the teachings of our Elders.

SALLY KUSCHEL

Assistant Coordinator-General for National Emergency Management (NEMA)



Sally joined NEMA in January 2024 as Assistant Coordinator, Strategy and Resilience Policy. Sally has been involved with disaster and climate resilience policy since 2016 at the Department of the Prime Minister and Cabinet, former Emergency Management Australia, and the first National Resilience Taskforce. Sally led the team that developed the National Disaster Risk Reduction Framework. Sally has worked in the Australian Public Service for two decades on a range of law and justice policy issues, and before that as a commercial lawyer. Most recently, Sally was part of taskforce that developed the Australian Government's Response to the Robodebt Royal Commission. Sally values working collaboratively to get the best outcomes, and appreciates the opportunity NEMA has to work with diverse stakeholders to help reduce harm and suffering for Australian communities.

JOHN RICHARDSON

Executive Director, Australian Institute for Disaster Resilience (AIDR)



John Richardson is the Executive Director of the Australian Institute for Disaster Resilience, Australia's national disaster risk reduction and resilience institute. He has worked in disaster management since 1997, in range of roles including the State Recovery Manager for Victoria in the early 2000s, and more recently the National Resilience Adviser for Australian Red Cross. He also is an Honorary Fellow of the University of Melbourne in the Melbourne School of Global and Public Health and has represented Australia in International flora. He has qualifications in Geography, Nursing and Environmental Science, and is a publisher, author and blogger. 35 years ago he completed the Summit to Sea Outward Bound 28-day course, from Mt Kosciuszko to Cape Conran. He has a keen interest and eye for patterns and connections in disasters, both at a practice and a policy level.

DR GRANT LYNCH

University of Sydney and CEO, EMU Systems



Dr Grant Lynch is a Postdoctoral Research Associate and Commercialisation and Industry Engagement theme lead for the Heat and Health Research Centre at the Faculty of Medicine and Health at The University of Sydney. His research focuses on the physiological impacts of extreme heat and the development of strategies to reduce heat-related health risks in occupational, sporting, and community settings. He is also the CEO of EMU Systems, a heat stress management startup that provides real-time monitoring and decision-support tools to enhance safety and performance during hot weather.

DR CLARE DALLAT

Founder & Director, Risk Resolve



Dr. Clare Dallat is a globally recognised leader in crisis, risk and safety management. She holds a PhD in Human Factors (Accident Prediction), an MSc in Risk, Crisis and Disaster Management, and is a Chartered OHS Professional. As the Founder and Director of Risk Resolve, Clare applies systems thinking to support educational institutions and government agencies across Australia and internationally. With over 25 years of experience—from field instructor to executive leader—she has contributed to major projects in North America, Europe, the Middle East, and Asia. An Adjunct Industry Research Fellow at the University of the Sunshine Coast's Centre for Human Factors and Sociotechnical Systems, Clare was the first non-North American recipient of the prestigious Reb Gregg Award for her contributions to risk and safety management.

DR KARL BRAGANZA

National Manager for Climate Services, Bureau of Meteorology



Karl joined the Bureau in 2005, following postdoctoral research at Monash University and CSIRO. Karl's contributions include extensive research on understanding climate change and eminence as a leading science communicator. Leading the Climate Monitoring team since 2010, Karl has played a key role in briefing government and key stakeholders on the science of climate change and contributed significantly towards improving the national integration of science, technology and decision making. He has contributed to an improved understanding of climate risk in the emergency management, energy, and water resources sectors, and more recently with the insurance and financial services sector. Karl has undergraduate qualifications in Physics and Dynamical Meteorology from the University of Melbourne (Hons) and a PhD in Climatology (Monash University).

LORI MODDE

CEO Outdoors NSW & ACT



Lori has been a leader in community development for 30 years but what she has accomplished in the last few years is an example of exemplarily leadership for improving an industry and its businesses. Awarded the Outstanding Contribution to the Tourism Industry in NSW in 2023, she has contributed thousands of voluntary hours and held positions of influence enabling major community action and tourism infrastructure that has benefited the Sydney and regional areas of NSW. In late 2023 she was voted in as Chair of the NSW Tourism Industry Council, at a time the tourism industry needed leadership and a voice to encourage collaboration, Lori led the formation of the NSW Tourism Association with 9 other industry leaders to consolidate voice, increase advocacy and securing a better visitor economy in NSW. She is also Chair of Western Sydney Moving which became a Charity in late 2024 and is in her 6th year of leading Outdoors NSW & ACT as the voice for the Outdoor Industry, activating more healthier, resilient and connected communities. In a federal capacity she is the Secretary and Director of the Outdoor Council of Australia.

MARY-JANE MCLEOD

National Community Engagement Lead at the Bureau of Meteorology.



Mary-Jane (MJ) McLeod focuses on Community Engagement teams objective is to uplift the communities understanding of weather hazards to improve decision making before, during and after weather events. They seek to understand the needs of, and advocate for communities who are more vulnerable to weather hazards, including culturally and linguistically diverse communities, people living with a disability, the elderly, youth and the outdoor sector.

SPEAKERS

DR JEFF JACKSON

Risk Management Consultant



Dr. Jeff Jackson's work spans risk management and safety planning across industry, government, and the outdoor sector. As an early pioneer in Canada's adventure tourism risk management, his research and consulting has focused on organizational factors that influence individual safety performance. New climate realities have challenged base level assumptions upon which operations assess risk and plan for safety, so offers important new avenues to explore and potentially offer some direction to front line guides, educators, and managers. He recently co-authored a research paper on North America's outdoor sector's readiness for climate change, finding widespread unease but little in the way of modified operations. Jeff was the coordinator and professor at Algonquin College's Outdoor Adventure guide training diploma and has worked as a consultant for more than 20 years, including several projects in Australia for government and the outdoor sector.

PETA WHITE

Climate Change Education Strategy



Peta J. White is an Associate Professor in Science and Environmental Education at Deakin University. She led the OECD PISA Environmental Science contribution to the 2025 Science Framework 'Agency in the Anthropocene' and Co-directs the Centre for Regenerating Futures - a Faculty Centre that explores Anthropocene challenges and decolonising practices while building researcher capacity. She is the Editor-In-Chief of the Australian Journal of Environmental Education. Her current research follows three narratives: science and biology education; sustainability, environmental, and climate change education; and collaborative/activist methodology and research.

SAM STEDMAN

Founder Outer Limits



Outer Limits is a small business built from a sharing our passion for adventure. We have 5 full time staff, 2 seasonal full-time staff and 10 casuals. We work from March to October delivering both camps and events in Townsville and North Queensland. Outer Limits specialises in creating and delivering outdoor sports events. Our passion lies with Trail Running, Mountain Biking and Multi Sport disciplines. In providing safe and enjoyable events to the community, we endeavour to share our passion in adventure with people of all ages and abilities. Outer Limits Adventure Fitness aims to provide incredible experiences and upmost levels of service and satisfaction for our customers, while maintaining our position at the forefront of the outdoor recreation industry.

BRENDON MUNGE

Australian Tertiary Outdoor Education Network



Brendon Munge is a Lecturer and Program Coordinator at the University of the Sunshine Coast, specialising in Recreation and Outdoor Environmental Studies. He leads both the Bachelor's and Diploma programs in this field. A passionate educator, Brendon focuses on foundational learning and expedition-based teaching, particularly bushwalking, to immerse students in outdoor education. Recognised with a Higher Education Academy Fellowship and multiple teaching awards, he emphasises the importance of evidence-informed practice. His research encompasses fieldwork pedagogy, near-peer teaching, and the emerging topic of outdoor educators as occupational athletes. As President of the Outdoor Educators Association of Queensland, Brendon is dedicated to advancing outdoor education both nationally and internationally.

**LEANNE HODGE**

*Ranger Team Leader –
Commercial Operation, Parks Victoria*

Leanne Hodge is the Ranger Team Leader – Commercial Operations at Buchan Caves Reserve, with an impressive 36 years of experience at Parks Victoria.

In her current role, Leanne oversees the commercial operations of Buchan Caves, managing up to 20 staff and ensuring the smooth day-to-day running of the reserve. She has played a key role in maintaining high standards of visitor experience, safety, and operational efficiency.

With over 20 years of experience in Emergency Management, Leanne has contributed significantly to response efforts during major fires and floods across the region.

Leanne is passionate about supporting the success of Parks Victoria's commercial business. Her focus is on promoting parks as inspirational spaces for learning and education, fostering meaningful partnerships with volunteers and stakeholders, and ensuring that park values are protected for future generations.

**SHAUN ELWOOD**

*Director of People and Places,
Lithgow City Council*

As the Director People and Places with Lithgow City Council Shaun Elwood is leading the development of a wider tourism local industry focussed on the natural environment attributes and outdoor recreation assets of the Seven Valleys. Shaun brings over 25 years experience in the management of adventure recreation provision and protected natural areas to the perspective on the future of nature-based recreation and the challenges that climate, community and direct user changes are presenting. Prior to his current local government role Shaun held roles with the NSW National Parks and Wildlife Service and NZ Department of Conservation with a focus on recreation and tourism infrastructure delivery, management and stakeholder engagement across both the urban interface and our more wild natural environments.

AGENDA

Time	Event	Details
8.30	Welcome and Acknowledgement of Country	MC - Jessica Bulger, Wiradjuri, CEO Australian Indigenous Governance Institute and Co-Chair OBA
8.50-9.00	Symposium Opening Address	Symposium opening remarks
9.00-10.00	State of Outdoor Readiness Panel	<p>This session features a panel of experts discussing their organisations' roles in climate change readiness, key risks to the outdoors sector, and strategies to safeguard Australia's outdoor lifestyle amid rising natural disasters.</p> <p>A panel discussion, informed by participant input, will identify action priorities and explore ways to elevate the sector's profile in a competitive policy and funding landscape.</p> <ul style="list-style-type: none"> • Dr Loren Miller, NatCORR / OBA - Moderator • Sally Kuschel, NEMA • John Richardson, AIDR • Dr Karl Braganza, Bureau of Meteorology • Lori Mode, Outdoors NSW/ACT • Dr Clare Dallat, Risk Resolve
10.00-10.30	Morning Tea	
10.30-11.25	Micro-Workshop Weather Ready	<p>This workshop helps teams assess their readiness for weather-related risks and identify key actions to strengthen planning and communication before, during, and after programs. Participants will learn practical tools and intentional strategies to improve decision-making and adapt effectively to severe, unpredictable weather.</p> <ul style="list-style-type: none"> • Mary-Jane McLeod, Bureau of Meteorology • Dr Clare Dallat, Risk Resolve • Ben Lovell, Outward Bound Australia
11.35-12.30	Organisational Resilience and Incident Response	<p>This micro workshop explores two key aspects of outdoor risk - organisational resilience and critical incident response. Designed for outdoor professionals, it covers decision-making under pressure, response planning, financial management, insurance, and leading through uncertainty. Attendees will gain practical tools to enhance both immediate response and long-term preparedness.</p> <ul style="list-style-type: none"> • Dr Clare Dallat, Risk Resolve • Dr Loren Miller, Outward Bound Australia • Ellie Hargrave, Outward Bound Australia
12.30-1.30	Lunch	

Time	Event	Details
1.30-2.15	Keynote Speech	<p>Protecting People, Not Just Places: Managing Heat Stress Risk in the Outdoor Industry</p> <p>Heat stress is a growing concern for outdoor professionals. This talk explores its impacts in education and recreation settings, from physiological strain to operational and reputational risks. Attendees will learn key principles of heat stress, including risk factors, warning signs, and vulnerable groups, along with the latest evidence-based strategies for planning, intervention and monitoring. Examples will highlight how organisations are using data-informed solutions to operate more safely and sustainably.</p> <p><i>Dr Grant Lynch, University of Sydney</i></p>
2.15-3.30	Case Studies Severe Climate Events	<p>Impacts and Case Studies from the Outdoors Sector</p> <p>This session explores the real-world impacts of bushfires, floods, storms, and erosion on Australia's outdoor sector. Using data, trends, and case studies it highlights key lessons to help the outdoor community adapt to climate risks and build resilience.</p> <ul style="list-style-type: none"> • <i>Dr Loren Miller, Outward Bound Australia</i> • <i>Leanne Hodge, Parks Victoria</i> • <i>Shaun Elwood, Lithgow City Council</i> • <i>Sam Stedman, Outer Limits Adventure Fitness</i>
3.30-4.00	Afternoon Tea	
4.00-4.55	Collaboration for Climate Change Readiness	<p>Strong collaboration is key to effective climate change adaptation. This session highlights current initiatives and future directions across disaster resilience networks. It aims to connect the outdoor sector with the broader resilience community, encouraging shared knowledge and coordinated action.</p> <ul style="list-style-type: none"> • <i>NatCORR, Ellie Hargrave and Nicky Hanson</i> • <i>ATOEN Research Projects, Brendon Munge</i> • <i>International Perspectives, Dr Jeff Jackson</i> • <i>Climate Change Education Strategy, Peta White</i> • <i>AIDR Networks, John Richardson</i>
4.50-5.15	Closing Remarks	<p>Reflections, Actions, and the Road Ahead</p> <p>Share takeaways and practical actions to support climate readiness in your organisation. Together, we'll identify priority areas for NatCORR in 2026 and beyond, helping shape future directions and strengthen collective impact.</p> <p><i>Jessica Bulger, Wiradjuri, CEO Australian Indigenous Governance Institute and Co-Chair OBA</i></p>

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