Planning and Capability Requirements for Catastrophic and Cascading Events

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WHAT IS CATASTROPHIC?

SCOPE

Global
- Global warming
  By 0.001 °C
- Depletion of the ozone layer
- Nuclear war

Local
- Minute increase in regional air pollution
- Recession in one country
- National genocide

Personal
- Loss of one hair
- Loss of one arm
- Fatal car crash

SEVERITY

- Imperceptible
- Damaging
- Catastrophic

Global Challenges Foundation (2017)
Although Australia is a disaster-prone continent our records of natural disasters go back less than 200 years. . . . Disasters caused by enemy attack are possible but disaster caused by natural phenomena are certain. We must therefore prepare ourselves for this certainty. As part of this preparation we must simply learn from the lessons of the Darwin disaster. We cannot afford to relearn them again during the next disaster, at the expense of more Australian lives (Stretton, 1979).
## Private Sector Engagement

<table>
<thead>
<tr>
<th>Capability Need</th>
<th>Engagement mode</th>
<th>For profit</th>
<th>CSR</th>
<th>Business continuity</th>
<th>Regulation</th>
<th>Pre-planned procurement</th>
<th>Emergency procurement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Execution</strong></td>
<td></td>
<td>Direct to consumers for profit</td>
<td>Direct to communities or through third parties for example NGOs</td>
<td>Via own business operations to maintain continuity in some instances with government support</td>
<td>Via own business operations in some instances with government support</td>
<td>Via prequalification schemes or panel contracts.</td>
<td>Via emergency procurement options</td>
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<tr>
<td><strong>Examples</strong></td>
<td></td>
<td>Insurance provision</td>
<td>Airline offering assistance after bushfires, floods and earthquakes</td>
<td>Woolworths Mt Isa Floods</td>
<td>Commercial broadcaster code of practice</td>
<td>NAFC (National) Victoria flood specialist panel (State)</td>
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<td><strong>Integration</strong></td>
<td></td>
<td>Community members expressing needs directly to private sector service providers</td>
<td>Emergency management communication to private sector about community needs</td>
<td>Exchange of information by emergency management through established networks to inform business decision making and communication of support needs</td>
<td>Exchange of information by emergency management through established networks</td>
<td>As per pre-existing plans via function or sector arrangements into established management framework coordinated via state agencies or national resource centre</td>
<td>Via function or sector arrangements into established management framework</td>
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The disastrous floods which struck south-east Queensland in the week of 10 January 2011 were unprecedented, in many places completely unexpected, and struck at so many points at once that no government could be expected to have the capacity to respond seamlessly and immediately everywhere, and in all ways needed. A great deal can be done to improve readiness to deal with disaster generally, but it is impossible that any government could be permanently ready to come at once to the assistance of everyone needing help in a disaster of that scale and suddenness, unless it were to maintain a standing force of rescue personnel beyond the present capacity of society to fund (Queensland Floods Commission of Inquiry, 2012; p. 30).
SUMMARY

• Catastrophic disasters are inevitable. Though need to improve tools to assist in conceptualisation.
• We can do things to reduce the likelihood of being overwhelmed. For example:
  • Prioritise our capabilities
  • Broaden focus on capability and planning beyond the emergency management sector.
• Need to consider risk appetite.

NEXT STEPS

• Consideration of draft benchmarking framework
• Understanding model for private sector engagement
• Come chat tomorrow afternoon
**PRINCIPLES OF BETTER PLANNING**

- Are consistent with governance and legislation
- Outlines management structures and accountabilities
- Based upon risk including possible cascading impacts
- Based on general principles that encourage flexibility, adaptation and improvisation

<table>
<thead>
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<th>Principle</th>
<th>Description</th>
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<td>Considers business continuity arrangements</td>
<td></td>
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<tr>
<td>Supported by a planning culture and expertise</td>
<td></td>
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<td>Regularly exercised, reviewed and maintained</td>
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Outlines operational objectives that enable prioritisation and proactive responses

Based upon knowledge of communities and their likely responses

Linked to resourcing

Facilitates involvement of all key stakeholders throughout preparation, response and recovery

Linked to resourcing