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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
	Imperceptible	Damaging	Catastrophic

SEVERITY

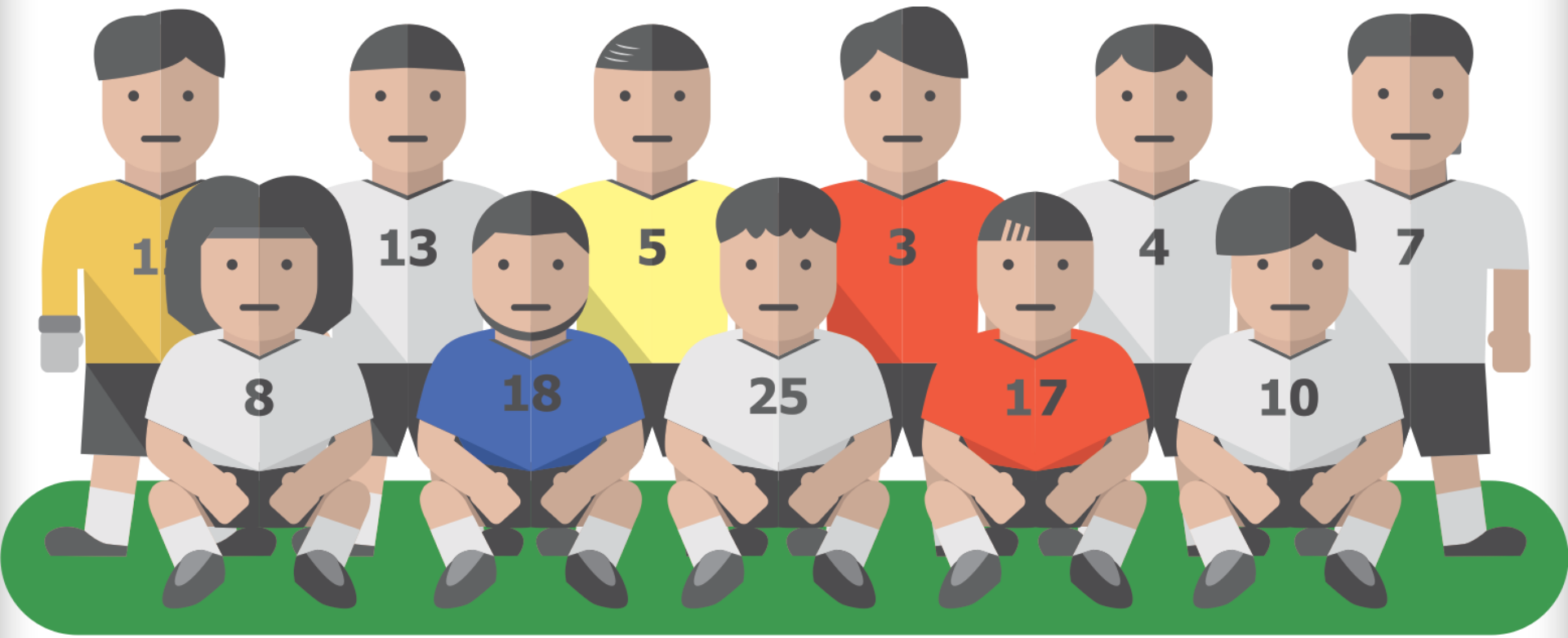
Global Challenges Foundation (2017)



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).

PREPAREDNESS FRAMEWORK



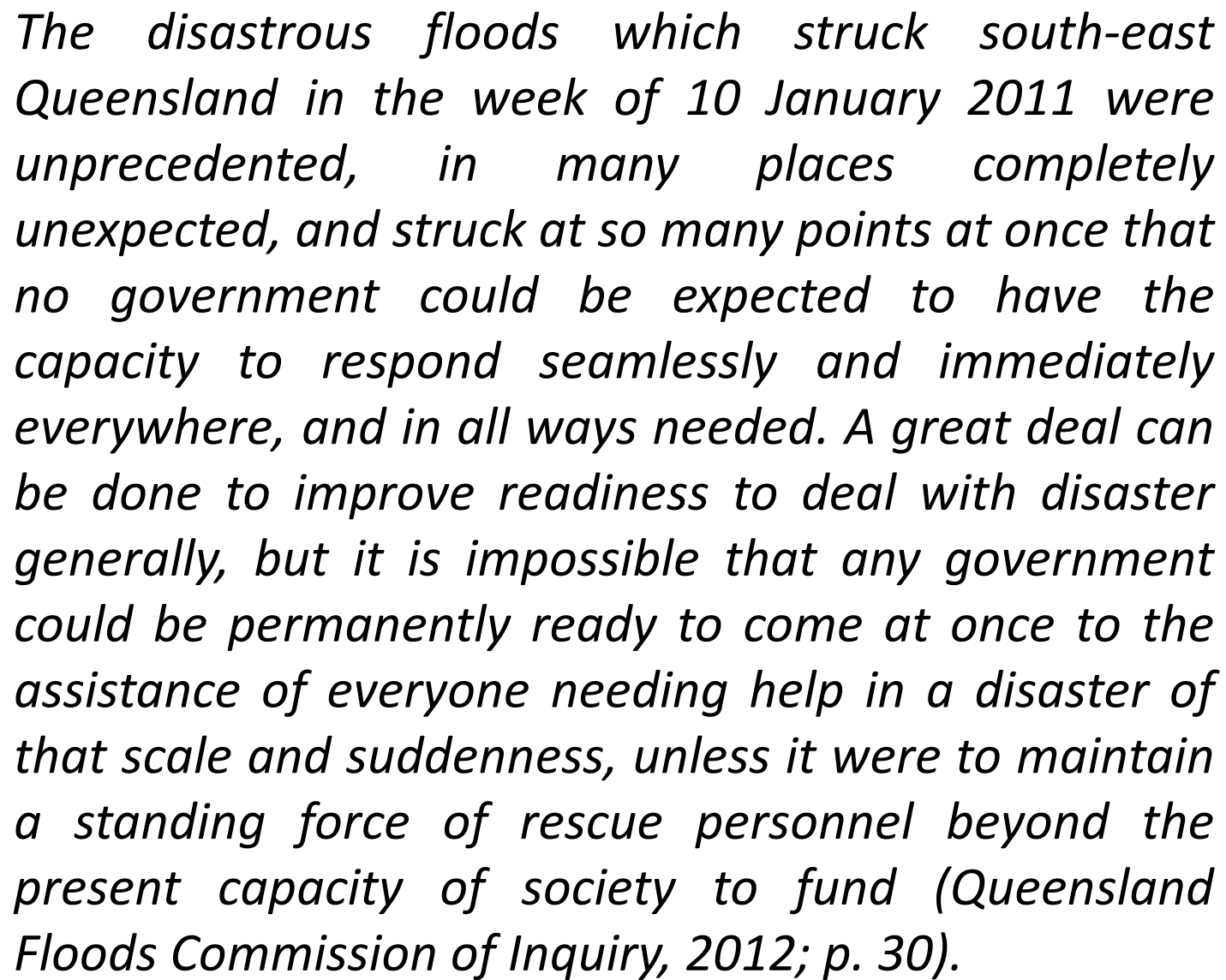


Capability Need



Private Sector Engagement

Engagement mode	For profit	CSR	Business continuity	Regulation	Pre-planned procurement	Emergency procurement
Execution	Direct to consumers for profit	Direct to communities or through third parties for example NGOs	Via own business operations to maintain continuity in some instances with government support	Via own business operations in some instances with government support	Via prequalification schemes or panel contracts.	Via emergency procurement options
Examples	Insurance provision U.S private fire fighting businesses	Airline offering assistance after bushfires, floods and earthquakes	Woolworths Mt Isa Floods	Commercial broadcaster code of practice	NAFC (National) Victoria flood specialist panel (State)	
Integration	Community members expressing needs directly to private sector service providers	Emergency management communication to private sector about community needs	Exchange of information by emergency management through established networks to inform business decision making and communication of support needs	Exchange of information by emergency management through established networks	As per pre-existing plans via function or sector arrangements into established management framework coordinated via state agencies or national resource centre	Via function or sector arrangements into established management framework



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

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

Considers business continuity arrangements

Supported by a planning culture and expertise

Regularly exercised, reviewed and maintained