

CBD Emergency & Crisis Management Update 2007

Special Features

👉 Executives agree: planning, knowledge and leadership critical. An impressive panel spoke candidly about the challenges they have faced in the ever changing risk profile...

👉 Hypothetical brings Sydney CBD to a stand-still. Government and business ran through a CBD explosion scenario in front of a live audience....

👉 NSW Government announces CBD testing. In early 2007, the government will rehearse the orderly and co-ordinated evacuation of parts of the Sydney CBD...

👉 A National view on emergencies. Police from Queensland and Victoria talk about the similarities in their approach to emergency planning...

👉 Children in the City. With the increasing number of children under five years in care in business districts a new dimension to being prepared is discussed...

👉 Ruddock presents Janellis with National Award. Attorney General acknowledges importance to broader community of Janellis CBD Emergency Guidelines for Business...

👉 Westpac Balmoral Burn May 2007. Join Janellis in the run to raise funds for life-saving equipment for emergency departments in Sydney Children's Hospitals...



Peter Cosgrove and Helen Dalley during Peter's opening address.

Cosgrove leads Hypothetical to "stirring realisation" of the new role for business leaders in dealing with emergencies

The National Emergency Summit was held in Sydney on 30 November 2006 with General Peter Cosgrove, Business leaders, Government officials and media.

The intensity of the day came from the stirring realisation, by business leaders and confirmed by senior government officials that **businesses and individuals could not all expect to receive a response to 000 calls and directives from Emergency Services may take up to thirty minutes, following a 'major incident'** due to the vast number of people in the CBD area who may be involved in a 'far reaching emergency situation'.

The Sydney CBD has the highest density of people within Australia that includes children under the age of five and school-going children. With up to 400,000 on any given day, organisations need to be 'self-reliant' in ensuring the safety of their staff and need to give special consideration to children in the city.

The key messages

- An immediate **evacuation may not be the safest** course of action.
- Businesses need to be prepared to **'Shelter-in-Place' for long periods or evacuate** and move staff to 'Sydney Safety Sites'.
- All executives within the Crisis Management team need to have a full understanding of the decision making framework for **one of three potential responses** to an emergency situation.
- Members of the Crisis Management team need to *personally* have pre-established direct communications channels with Emergency

Services [such as **being registered on SydneyAlert**].

- Businesses **need to be proactive** in finding information and giving directives to staff to ensure the safety of their staff.
- Decisions may need to be made with **very little "official" information**, and need to factor in the positive and negative aspects of the media as a source for information.

These insights were delivered through an exceptional group of people representing business and government.

Common themes during the day

- The value of human capital and the inability to "duplicate".
- The need to "meet the expectations".
- The challenges in achieving a "significant and co-ordinated response".
- The need for senior executives to develop the experience and capability to respond in this newly defined role.

In Peter Cosgrove's opening address he spoke of his immediate attraction to working with the business community as a result of his professional experiences in emergency situations as well as his "profound belief that there is a pressing need for the broader community to prepare to cope with a disaster".

Peter commented on our "new reality" and the need to factor the "capability to respond to major disruptions into the highly necessary column of our busy lives".

He highlighted **the need to develop a "preparation mindset" and that businesses could learn from the military that are conditioned on having pre-existing plans and the capability of reacting at any given time if necessary.**

📌 Convergence 06 Executive Panel

- General Peter Cosgrove
- Geoff Askew, QANTAS
- John Geurts, CBA
- Tony Coleman, IAG
- Peter Watson, Microsoft Australia
- Vinay Kapur, Chubb Australasia
- Andrew Purchas, Westpac Bank
- Philip Argy, Mallesons Stephen Jaques
- Warren Hart, CEO Institute

📌 Key Messages

- Pre-planning essential
- Strategic issue for the Board
- Value of the Warden culture
- Leadership is key
- Importance of the human element
- Response needs to be second nature



Peter Cosgrove and members of The Executive Panel

Philip Argy, Partner, Mallesons Stephen Jaques summed up the challenges in being prepared by saying:

“I would go so far as to say that the two quintessential Australian characteristics of complacency and irreverence for authority are life threatening”

Executives agree: planning, knowledge and leadership critical to success in Crisis Management

An impressive panel made up of leaders in Finance, Legal, Insurance, Technology, Aviation and Security industries spoke candidly about the ever changing risk profile and challenges this presents to their businesses.

Tony Coleman, Head of Risk for Insurance Australia Group (IAG), commented on the randomness of events occurring and the need for flexibility and adaptability and that being prepared for IAG has been as a result of :

- Commitment from the CEO directly.
- Hiring people with experience.
- Training and testing regularly.

John Geurts from the Commonwealth Bank of Australia (CBA) suggested that the starting point for any organisation is to have 'Guiding Principles' for dealing with a crisis and that:

- Crisis Management capability needs to be a board issue.
- When planning, its best to think 5 years out rather than take a short term view
- Major strategic decisions need to be made with safety of staff, crisis management and business continuity capability at the forefront of their minds.
- No-one is 'too special / too important' not to be involved in the evacuation testing.
- It is important to control the informal communications channels as they can be counter-productive in an emergency.

In deciding how far an organisation should go **Geoff Askew from Qantas** said you have to balance time and money but in terms of testing “you can't overdo it” and:

- Staff turnover is a challenge and that needs to be factored in to constantly maintain a level of competency.
- There is a need to look after people involved in the initial response of an emergency situation as Australians are very resilient and can over-commit.

Philip Argy, Partner/Fire Warden, Mallesons Stephen Jaques; President, Australian Computer Society said:

- “We need to program people to deal with a crisis. People need to have the confidence to know what to do.
- The one thing the military do is to train their people to deal with a crisis so they are not faced with a blank sheet of paper, like the civil community.
- I would go so far as to say the two quintessential Australian characteristics of complacency and irreverence for authority are life threatening”.

Vinay Kapur from Chubb spoke for the security industry about the need to constantly evolve and

learn in the face of an ever changing target and highlighted that:

- The opportunity in security risk management is to constantly rehearse, practice and find the gaps.

Peter Watson from Microsoft spoke of the dependency on technology in a crisis and the need for information and:

- Getting information is in two parts, the first keeping business running and the second in providing information to others.
- There is a real dependency on other players that needs to be factored into the planning process.

Andrew Purchas from Westpac stated that leadership is essential and that:

- Programs need to be run from the top.
- The “regulators are getting significantly more interested”.
- Plans need to be effective, not just on paper but made 'real'.

General Cosgrove was asked then, “If you were a CEO what would you be worried about” and answered with:

“You have convinced me even more that in the preparation and management for a crisis you can back up systems, have multiple repositories for data but really, the one key element of our whole business that is irreplaceable is human capital.

We can't duplicate them. We can only prepare them and manage them during a crisis and support them afterwards. Not only is that the correct thing to do as an employer or as a leader but we are losing market edge—we're losing momentum, when they are not there.”

In answering the question of the most difficult challenge **Qantas** has faced, Geoff spoke about the Bali bombing:

- “Although it was not a ‘Qantas incident’ we volunteered, as we usually do, and found ourselves in a situation where what started out as an evacuation became a medivac.
- We learnt we had to be flexible and be able to respond to the unknown and that we would need to have that medical capability if the same situation arose again.
- The challenge is that you do need to be able to respond, you could really fall down if you can't meet the expectation.
- We realised we needed to be far broader in our thinking and then bring in those learnings and integrate them across the business”.

Peter Cosgrove summarised the session by saying “*Australia has some of the best men and women leaders of any country in the world who can deal with business shocks on their feet and they have already demonstrated this.*

However this new set of challenges needs some work and our ability to respond will be the difference between that situation occurring and our reality. Some companies are very advanced and responsible and there are a lot who are not and in running through the hypothetical today we can start to imagine the dimensions of the problem.”



Peter Cosgrove and the Convergence 06 Hypothetical Panel

Hypothetical scenario brings Sydney CBD to a stand-still highlighting gaps in business capability

In a landmark moment for Australia, the Government and business willingly worked together in front of a live audience to run through a scenario of an explosion occurring in the Sydney CBD.

The purpose of the hypothetical was to give the business community and the government agencies the chance to test the current planning and thinking around a “significant and co-ordinated response” that would be required in the event of a major emergency in a CBD.

The hypothetical scenario examined the impact on staff and businesses of a major explosion deep below a construction site on York Street.

The initial explosion breaches gas and water mains causing a gas fire that impacts office buildings, residents and hotels adjacent to the site, causing damage to windows falling glass and fire in parts of the buildings. The reverberations that are felt throughout the train line below cause the activation of building alarms, some immediate loss of power and the self-evacuation of some buildings.

A formidable panel made up of representatives from business and government included five members of the IAG Crisis Management team, led by the Crisis Director and including the Crisis Coordinator, Head of Security, Chief Fire Warden and a member of JPMorgan’s Crisis management team. Representatives for Critical Infrastructure, Government and media included NSW Police, NSW SEOCON, NSW SEMC, NSW Fire Brigades, Ministry of Transport, Alinta, Water Services IAAG, City of Sydney, Telstra, Channel 9 and The Australian.

The Hypothetical ran in four phases and demonstrated the dependencies that exist, the communications process between different parties, decisions that need to be made and crisis management capability that the executive team are required to have.

The day was a learning experience for all parties in understanding how business should and will respond and where the gaps exist. Principles of crisis management highlighted included: Gathering and disseminating information; Briefing skills; Forecasting and strategic thinking; Decision making; Communications and Leadership.

Convergence Hypothetical Panel

- Peter Sutherland, IAG
- Jeff Smith, IAG
- Murray Hall, IAG
- Andrew Starr, IAG
- Marcus Burbhadt, SNP For IAG
- Peter Mihaly, JPMorgan
- Denis Clifford, NSW Police / SEOCON
- Phil Rogerson, NSW Police
- John Anderson, SEMC
- Greg Mullins, Fire Brigades
- Greg Nott, Ministry Of Transport
- Tony Cannard, Alinta
- David Parsons, Water Services IAAG
- James Mann, Telstra
- Garry Harding, City Of Sydney
- Michael Usher, Channel 9
- Natalie O'Brien, The Australian

The first 10 Minutes

Stage 1 reviewed the initial Business and Emergency Services response to the incident during the first ten (10) minutes after the explosion. For Emergency Services, the triggers for activating a ‘significant and coordinated response’ start to emerge in this phase.

The Media arrives

Stage 2 assessed the responses and actions occurring in the 10-20 minute period after the explosion. The impacts on transport, communications, water and power, triggers the activation of the Sydney CBD Emergency Sub Plan. The perceived threat of a secondary explosion triggers the order to ‘Shelter-In Place’.

The situation escalates

Stage 3 highlighted potential danger of the mains water break in King Street, which could cause loss of water and impact on building water supply, affecting fire sprinkler systems. This triggers the order to ‘Evacuate-to-Safety-Sites’ for some in the area under “Shelter-in-Place.” Due to communications issues, Police on the ground issue the command to IAG and surrounding buildings.

Out of harms way, but the damage is done

Stage 4 was the final assessment of the situation 2.5 hrs after the explosion with a focus on the effects on transport and the movement of people. It becomes clear that the explosion was an industrial accident, but the threat of a water mains rupture continues.

The biggest surprise of the day came after the IAG crisis management team had worked through their decision making framework to issue the command to ‘Shelter-In-Place’.

Their critical decision was followed by a [mock] live “breaking news” TV broadcast by Michael Usher from Channel Nine.

The news report stated, amongst other things, that “the IAG building was on fire”. The media spin was understandably wildly dramatised and demonstrated the ability and speed of getting a story to air. The news story was inconsistent with the information the IAG crisis management team had used to issue the directive to Shelter-in-Place.

In the absence of official information received from Emergency Services the IAG crisis team were faced with a ‘critical thinking’ moment when they had to decide whether to factor in the media story and manage the impact the news [hypothetically] had on thousands of their staff who were being advised by the informal communications channels.

The moment the crisis management team reached their decision to continue to advise staff to ‘Shelter-in-Place’ and discount the information from the media (based on the “real” information) was the highlight of the day. It was the dawning of the complexity of the decisions they faced and the need for the most senior and most capable crisis management team available to make decisions that would affect the lives of many people. The take outs were:

The need for knowledge of the Government plan and full understanding of the decision-making framework especially the need to determine and assess the triggers to Stay, Shelter or Evacuate.

The necessity for skills development for business in critical thinking, information veracity, decision making under pressure, teamwork and strategic planning with time pressure.

The need to plan, prepare and to be broad as well as specific in the planning process, for plans to be integrated within business and between business and government including direct communication channels with emergency services.

The importance of testing plans individually and collectively within organisations and with other businesses and Government agencies.

Government announces CBD Testing in 2007

At Convergence the NSW Government announced plans for their Road Runner training activities in 2007. These initiatives have been developed to test the orderly and co-ordinated evacuation of large parts of the Sydney CBD.



Brendan Beckett, State Emergency Management Committee

This will be done by "Activating the Sydney Safety Sites". A Sydney Safety Site is a part of the city that has already been determined as a "safe site to evacuate to" and the Government will test their resources and capability to deal with large numbers of people and give businesses the chance to practice the movement of staff to and from the safety sites.

There are three confirmed "training" days in total scheduled for February, March and April. The third, scheduled for April, is open to businesses, their crisis management teams and staff. Ideally tens of thousands of staff will participate in the April test so that a rehearsal of a "significant and co-ordinated" evacuation is possible.

For more information on Road Runner you can visit www.emergency.nsw.gov.au or contact Brendan Beckett on 02 8247 5913. If you would like any assistance in preparing for Road Runner or participating on the day, please contact Janellis.

Emergency planning takes a national approach

Representatives from Critical Infrastructure Protection, the Banking and Finance Assurance Advisory Group and Queensland and Victoria Police gave business leaders the view of emergency management at a National level.

Howard Kajewski from Queensland Police confirmed that many of the aspects of the Sydney CBD Plan were similar for Queensland but major differences were:

- The **Police are the lead agency** in Queensland
- In the absence of information received from the Police the **default position for businesses is to "Shelter-In-Place" and not evacuate**
- Queensland businesses need to be prepared to "Shelter-In-Place" for many hours if necessary
- Safety Sites are called "Emergency Support Sites" in Queensland
- There is an agreement with ABC radio as an official information source so urge all businesses to have portable radio's as there is no Queensland equivalent to SydneyAlert.

Howard concluded with: *"I cannot understate the importance of the Crisis Management team. The team need to have the authority to make decisions, can and are prepared to make the decisions which may affect many, many lives"*.

Mick Hermans from Victoria Police gave a "Victorian Perspective":

- The Victoria Police are always the coordinating agency and, depending on the event, may also be the control agency.
- The City of Melbourne has a "Be Aware, Be Prepared" campaign and details can be found at melbourne.vic.gov.au
- Like Queensland, Victoria have an agreement with the ABC.
- Melbourne do not have one Emergency Sub-plan but have planning committees and event specific emergency evacuation plans as Melbourne is a major events centre.
- Victoria is working on "Project Griffin" which is modelled on the UK approach. Details can be found at Londonprepared.gov.uk.

Children in the City—a new dimension of risk

With the increasing number of child care facilities for children under five in the Sydney CBD, a new dimension to being prepared for an emergency in the city was discussed. As one of the special interest groups that would be involved in such a situation, Chris Legg from Early Childhood Australia and Antoinette Le Marchant from KU Children's Services joined the panel in discussing the logistical challenges of the issue.

Antoinette, answering the question of how difficult this challenge is, said *"Enormously difficult, most people haven't considered the numbers of children in the city and that they are a vulnerable sector who require special attention."*

The child care industry is highly regulated and in a centre with around 50 children there would be about 7 to 9 carers. All centres are required to have four evacuation tests per year to move the children onto the street, a 'safe environment'. The challenge is that 'out on the street' is now no longer considered the safest option and other directives of 'Shelter-In-Place' or moving to a 'Safety Site' add a complexity and risk that the industry is ill-equipped to deal with.

"It's very difficult to move children long distances, and in looking at the scenario that was run today it would be impossible for that number of carers to manage that number of children, particularly babies".

In answering the question of who's problem this is Chris said *"It's not realistic to expect Emergency Services to solve this problem alone; we need to take a 'whole of community' approach that includes parents, businesses, Government agencies, all working together."*

Beyond the logistical challenges of safely moving children under 5 from the immediate danger, the panel discussion highlighted the **complex issues of caring for children at an alternate location and reuniting them with parents after such an event**. Chris closed by saying: *"I would like to see that everybody feels a sense of responsibility to children in the city so that relationships are developed, sophisticated planning has taken place and assistance is given."*

Westpac Balmoral Burn 07

Join Janellis at the Westpac Balmoral Burn which will commence on Friday 25th May where corporate teams will go head-to-head in a race up Awaba Street, Mosman in a bid to raise money for vital life-saving and pain-reducing equipment for Sydney's Children's Hospitals.

The Balmoral Burn was started in 2001 by Phil Kearns and 2006 saw 64 corporate teams participate and raise \$1.2 million dollars. This year the goal is to involve 90 corporate teams.

If you want to enter a team please contact Phil on 02 9293 2000 / phil.kearns@investec.com.au or call Angela Garniss on 02 9439 0511. If you would like more information about the Westpac Balmoral Burn please visit www.humpty.com.au.

Janellis wins 2006 Safer Communities Award presented by Attorney-General, Philip Ruddock

In June 2006 Janellis Australia and the NSW Government launched the CBD Emergency Management "Guidelines for Business" - a joint initiative to assist the business community in preparing for a major emergency in the Sydney CBD. The Guidelines can be found at www.janellis.com.au

Janellis have won both a State and National Safer Communities Award for these Guidelines. The Awards recognise best practice and innovation in Emergency Management and acknowledge the importance of the Guidelines to businesses and the broader community.



Natalie Botha and Hayley Parker from Janellis accepting the National Award from Philip Ruddock at Parliament House in Canberra on 9th December 2006.

➤ About Janellis

Established in 1999, Janellis is an enterprise consulting practice specialising in solving problems for Australia's leading organisations, with niche expertise in the area of business continuity, crisis and emergency management.

Specialist capability and offerings include:

- Practical, customisable decision-making Handbook for Crisis Management Teams.
- Crisis Leadership Workshops and Exercises with experts such as General Peter Cosgrove.
- VisionScoping process for defining and prioritising problems and projects.
- Strategic resourcing for specialist skills.

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