



.. March 2020, that during world-wide COVID-19 ockdowns...

..dolphins were seen swimming in the clear waters of the Venice canals, and the reduction in cargo ships allowed whales to communicate in ways never before observed by environmental scientists?

...people across the world would suddenly start working from home by the millions? 🔨

... August 2020, in New Zealand, that next month ...

... at exactly the same time there is a drought in the north of New Zealand, a 3,000 hectare wildfire would rip thorough the Lake Pukaki area for one week before being extinguished by a snow storm!

..that in 2030...

... the direct and indirect recovery cost of the 2024 urban and bushfires exceeded \$400 billion, pushing Australia and New Zealand into deep recessions with skyrocketing mental health issues. At the same time, borders remained closed to outside assistance due to resurging new strains of COVID-19, whilst the majority of our armed forces continue to be deployed offshore supporting increasingly violent geopolitical conflicts in South East Asia?

WOULD YOU BE WILLING TO JOIN THIS TEAM AND TEST YOUR THINKING, PLANS & STRATEGIES

Preparing Emergency Services for Operations in a **Climate Challenged World**

1 BNHCRC

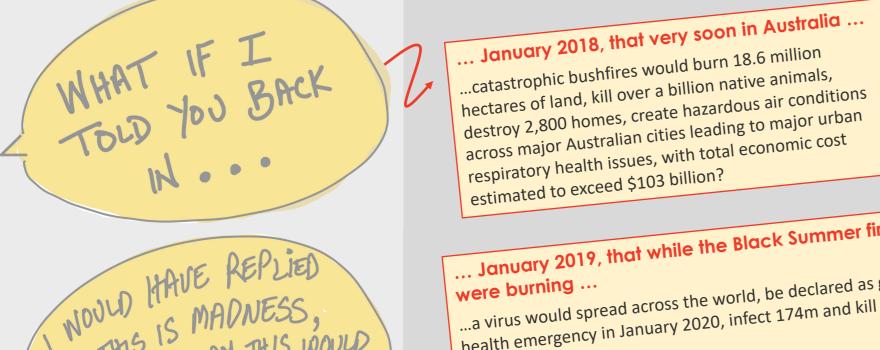
² Reos Partners, RMIT University, Melbourne

Preparing Emergency Services for Operations in a Climate-Challenged World was a 12 month research project beginning in 2020 that focused on a research question that the BNHCRC and member agencies were seeking to address:

"How can fire and emergency service agencies develop and use forward-looking (and linked) climate and social change scenarios to best prepare their businesses so that they can continue to provide effective services in a climatechallenged world?"

Purpose

- To construct a set of plausible scenarios that illuminate the assumptions and blind-spots in thinking and decision making, and challenge us to test the robustness and adaptability of our organisational strategies and planning processes.
- To do this in a way that has practical application to support EMS and related organisations to collectively achieve their mission of creating safety and resilience in an uncertain, volatile and climate challenged world.



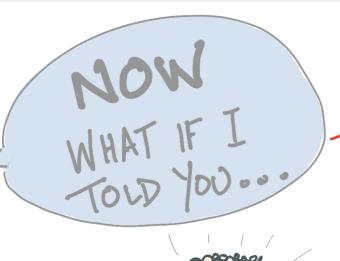
... January 2019, that while the Black Summer fires ...a virus would spread across the world, be declared as global were burning ... health emergency in January 2020, infect 174m and kill over 4m

...closer to home, Melbourne's five million residents would be in complete lockdown at home for 112 days in 2020, Australia and people New Zealand's borders would be shut to all international travel

...the Eastern seaboards of Australia and flood plains of Canterbury, New Zealand would lose 800 homes to storm surges, and rising flood waters would displace over 2 million people from their homes... (get the numbers? recent Sydney floods and mid north coast)

...that from 2022-2025...

WHAT IF I NOW TOLD YOU ...



THAT THIS IS MADNESS, THAT THIS IS NO WAY THIS WOULD THERE IS NO WAY THIS WOULD

A multi-stakeholder team of EMS professionals have been working together (2020 – 2021) to construct a set of plausible scenarios that can be used by leaders and decision-makers across the EMS sector.

Better understanding the driving forces that shape the world outside the EMS can really help us think through what might happen next. This is something we don't do every day." EMS Scenario Team member

MULTI-STAKEHOLDER

EMS TEAM

What's UNCERTAIN?

It is these driving forces (or key uncertainties) that laid out the structural framework for these possible future scenarios.

- The degree to which governance regimes are long-term, proactive and strategic versus short-term, less active and responsive;
- The extent to which social cohesiveness is present in society whether society bonds together in collective support for one another versus operating in an individualistic, "me first" approach;
- The extent of economic prosperity and access to capital;
- The degree to which societal functioning is reliant upon technology;
- The extent of population spread and movement between rural and urban landscapes;
- The extent of global geo-political tension; and
- The impact of epidemics/pandemics.



Four distinct yet, plausible scenarios emerged from these uncertainties. Each scenario unfolds in a different way that leads to a different future. Each scenario has distinct and profound implications for the EMS. -

strategic, long-term governance

The Butterfly

chips are down.

Filling the Void

and collective goodwill

is a future where the focus is

on responsibly stewarding the

come and banding together to

help each other out when the

sees the power of citizenship

expose leadership chasms as

corporations set direction

and policy guidance for the

high social

cohesion

planet for generations to

The Unexpected Hero

is a world driven by data and information, where social connectedness erodes in favour of protective self-interest and an increasing reliance on technology for engagement and meaning.

low social cohesion

Circling the Wagons takes us to a world of opportunistic short-termism, where a "she'll be right mate" mindset leaves us behind as individual needs and rights trump the collective good.

> reactionary short-term aovernance

future.

The project research team has produced a Hazard Event Map

Process

- A multi-stakeholder team of EMS professionals from Australia and New Zealand worked together via a series of workshops and subgroup sessions, facilitated by Reos Partners across 2020-2021, to explore the driving forces in the world (social, technical, economic, environmental, political) that impact on the future of the EMS.
- Senior leaders from within and outside the sector provided an overarching strategic context for the work.
- Strategic guidance from BNHCRC and AFAC.
- A climate research team from RMIT University supported the work of the scenario team with reported data and evidence.

Results

- New relationships, capacities, insights, commitments.
- A set of plausible scenarios that depict challenging, plausible futures for EMS
- Literature review
- A guide for using scenarios in practice

USING SCENARIOS IN

PRACTICE

WE PUT SCENARIOS TO USE TO ...

- PROVOKE STRATEGIC INSIGHTS
- CHALLENGE & ERPAND ASSUMPTIONS
- ✓ DEVELOP FORESIGHT CAPACITY
- DRIVE ACTION-ORIENTED OUTCOMES

SCENARIOS FOR PLANNING & PECISION-MAKING IN ENERGENCY SERVICES

- WIND TUNNELLING OF EXISTING STRATEGIES & PUANS
- OVERLAYING CUMATE ONTO SCENARIOS
- INTEGRATE INSIGHTS WITH INTERNAL PROCESSES

"A small change in one of more these uncertainties can have an enormous impact on the EMS."

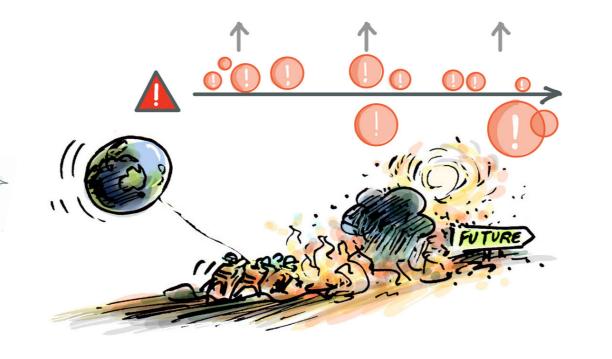
What's **CERTAIN?**

Climate Turbulence is Already Here

The planet is already on a fixed trajectory of changing weather and climate. Across all scenarios from 2021-2035 the following will occur:

- there will be a continuation of existing climate trends
- whilst on this trajectory, there will also continue to be increasing volatility, frequency and magnitude of weather extremes

to be used as an "overlay" to all scenarios. In this way it is possible to explore the same hazard events in different scenarios. In doing so, it will highlight the different extent of risk and degree of impact that these same hazard events pose in the different scenarios that might emerge.



TALK WITH US ...

By parachuting into each scenario, exploring and visualising what is going on, and then overlaying the increasing volatility, frequency and magnitude of weather extremes, it is possible to experience a cognitive and visceral sense of what the future in each scenario may hold. By immersing ourselves in each scenario we can being to feel what's it's like to live in there as a leader or worker, a citizen, a neighbour, a spouse, parent etc.

To start applying these transformative scenarios in your own organisation, please contact:

Steve Atkinson **Reos Partners** Melbourne, Australia atkinson@reospartners.com www.reospartners.com **Reos**Partners

Lauren Rickards **RMIT University** Melbourne, Australia lauren.rickards@rmit.edu.au www.rmit.edu.au RMIT UNIVERSITY



Business Cooperative Research Centres Program

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