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Australian Government
Department of Defence
Security and Estate Group

Joint Operations Support Staff



JOSS ADFLO Lessons Identified – Bushfires, COVID , Floods and Other Incidents

A DOTAM Perspective

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to advance Australia's security and prosperity
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Purpose

To provide a Joint Operations Support Staff (JOSS) operational perspective of recurring lessons identified across recent (the last 3 years) domestic civil-military crises responses.

About JOSS

- 8 regional offices (all capital cities)
- Mainly permanent Army positions, with Reserve complements
- Belongs to Directorate of Operations and Training Area Management (DOTAM)
- Directed by CDF to assure a ready and deployable ADF LO capability
- They will likely be the first Defence presence in State/Territory Emergency Ops Centres

Key EM Stakeholders

- State and Territory EM and police agencies
- Across Defence areas
- State and Territory allied agencies (including Health)
- National Emergency Management Agency (NEMA)
- AFP (for external territories)
- Federal Dept of Infrastructure, Transport, Regional Development and Communication (for external territories)

Key Decision Points for Defence

The following events were key to shaping the way Defence now provides emergency support to Domestic Civil Emergencies

1. Lindt Café Siege – 15 Dec 14
 - Coroner’s Report led to an internal Defence Review
 - Review of Defence arrangements

2. 2019-20 Bushfires – Nov 19 – Feb 20
 - Stand up of 3 x JTFs (NSW, Vic, SA)
 - Led to a Royal Commission in to National Natural Disaster Arrangements

Key Themes Identified

- Stakeholder Engagement
- Information Sharing
- Requests for Assistance
- Expectation management
- Relationship Management
- Early engagement
- ADFLO Availability

Stakeholder Engagement

- Identifying stakeholders
- Communications with the stakeholders

Information Sharing

- Ability to share accurately information quickly with a large group of stakeholders.
- Single Point of Truth - Development of a central, accessible portal on the Defence Protected Network (DPN) where key incident and operations information was loaded and could be accessed by anybody with a DPN account.
- Regular, reliable incident info (SITREP, Maps etc) from the ADFLO

Requests For Assistance

- States and territories need to request an effect or ask for Commonwealth assistance to complete a particular task(s) or mission, NOT ask for a specific asset or resource.
- the RFA document needs to provide a clear need for seeking Commonwealth assistance. i.e. no other viable options.

Expectation Management

- Civil agencies need to appreciate that Defence is not an emergency response agency
- Understanding Defence's response capability - expectations about when and what kind of Defence support:
 - How long it takes Defence to get on the ground
 - Understanding Notice To Move (NTM) / Notice To Effect (NFE)
 - Early engagement with Defence is imperative
- Other avenues of support, including commercial options, should be exhausted before Defence support is requested.

Relationship Management

- Good, trusting relationships, both internal and external, are all important
- The best relationships are built over time, not just when people are thrown together in an emergency
 - Informal and formal opportunities
 - Joint planning and exercises

ADFLO Availability

Factors that impact on JOSS ADFLO availability and capacity:

- Timing of the Army posting cycle – over the Dec/ Jan period; same time as higher likelihood of natural disasters
- Competing priorities for ADF Reserves – which job to do?

Summary

- It is vitally important to establish and nurture trusting, collaborative relationships with key stakeholders and clients, ideally well before a civil emergency occurs.
- During civil emergencies, engage as early as practicable, especially with the planners.
- Communication and information management is important, it needs to be planned out and is the JOSS ADFLO centre of gravity

Questions?

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