Whole of Community Approach to Planning and Capability for Catastrophic Disasters

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INTRODUCTION

Darwin 1974

WHOLE-OF-COMMUNITY APPROACH

Business
Infrastructure
Government
Community
NGO
Emergency services
International
Faith based

EMERGENCY MANAGER VIEWS

- See value in engaging more with the business sector

- Existing engagement largely ad-hoc and potential largely untapped

- More could be done to understand business capability and how to engage

- Relationships between businesses and businesses and NFPs and CSOs should be encouraged

BARRIERS TO BUSINESS ENGAGEMENT

- Lack of experience and uncertainty about how best to engage

- Lack of existing relationships

- Capabilities of business not well understood

- Lack of shared values and trust

- Need to comply with procurement policies

BUSINESSES HAVE ALREADY BEEN INVOLVED

- 32% of top AUS & NZ business had reported involvement

- Provided cash and/or in-kind contributions

- Have provided assistance directly to communities or in collaboration with NGOs and/or Government

- Financial, consumer discretionary, industrial and utilities related businesses were most frequent contributors

- Motivated by commitment to their staff and customers and corporate social responsibility

CHRISTCHURCH EARTHQUAKE EXPERIENCE

- Large national businesses had previous experience with disasters

- Businesses had to deal with their own business continuity

- Extent of previous connection with emergency management arrangements varied

- Some businesses had contracts with wider government

CHRISTCHURCH EARTHQUAKE EXPERIENCE

- Were arrangements were already in place business response was swift

- Motivated to support their employees and customers and contribute to the social good

- Businesses were able to match problems to their capabilities

- Businesses were able to repurpose capabilities

CHRISTCHURCH EARTHQUAKE EXPERIENCE

- Businesses saw that government needed to take a coordination role

- Businesses recognised a need to be self-sufficient

- Skill shortages occurred

- Businesses were able to rapidly expand including using sub-contractors and recruiting for skills

CHRISTCHURCH EARTHQUAKE EXPERIENCE

- Some businesses collaborated together and with NFPs and CSOs

- Assistance to employees fostered positive organisational cultures and helped staff return to work

- Business response initiated some WHS risks

- Longer terms business benefits occurred

CAPABILITY PLANNING

- Capability analysis key part of planning
- First pass assessment of capability based on a maturity matrix
- Enables a consistent and evidence based assessment
- Enables identification of where businesses, NFPs and CSOs could best assist to fill gaps

MODELS FOR ENGAGEMENT

- Promote the value of collaboration

- Invest in information sharing and collaboration frameworks

- Utilise existing wider government connections with business and expertise

- Pre-plan procurement as part of capability planning

CONCLUSIONS

- Business needs to be seen as an important part of the all-hazards, nationwide whole-of community approach

- Corporate purpose is more complex than just making profits

- Multiple ways that engagement can be enhanced

- Capability maturity tool may be useful

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