Whole of Community Approach to Planning and Capability for Catastrophic Disasters

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INTRODUCTION

Darwin 1974
WHOLE-OF-COMMUNITY APPROACH

Infrastructure  Business  Government  NGO  Community  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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