

Business involvement in disaster management

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Executive summary

Severe to catastrophic disasters pose the potential to overwhelm traditional emergency management approaches, necessitating the adoption of a whole-of-community approach.

A key component of the whole-of-community approach is building collaborative partnerships between communities, government agencies, community organisations and businesses across the phases of prevention, preparedness, response and recovery to engage their full capacity.

To date, there has been little research examining the role of the business sector in disaster management although many businesses, large and small, provide assistance. This research focuses specifically on the role and involvement of businesses in disaster management.

Pertinent findings of the research were:

- **Resilience:** Large businesses acknowledge their role in ensuring their resilience and the safety of their staff, whilst smaller businesses see less of a role. Large businesses expect other businesses to be investing in their business resilience. Businesses are motivated to invest in disaster resilience to keep employees, customers and neighbours safe and to reduce the risk of business disruption.
- **Preparedness:** Most businesses do not perceive that they have a role in community disaster preparedness and believe they lack the capabilities to do so. Some are unsure as to what role they would play if they were to become involved. Despite this, there are a small number of businesses that would like to do more to enhance wider community resilience. For example, insurers are making efforts to incentivize property level prevention and preparedness.
- Businesses believe that community organisations and government have key roles in building wider community preparedness as well as ensuring their own resilience. Community organisations were seen to provide immense value given their strong links to communities. Government, was viewed as needing to take a lead coordinating role, including investing in disaster mitigation, building resilience through urban planning and infrastructure design and ensuring emergency services were resourced.
- **Response:** Most big businesses but only some small businesses believe that they have a role in disaster response. Roles are described as protecting the safety of staff and customers, ensuring the resilience of their operations and supporting any staff that volunteer with emergency services. Businesses are motivated to take this role by the need to ensure employee and customer safety and the resilience of operations.
- Only a few businesses see that they have a role in supporting emergency services during disasters. Those that saw they had a role in supporting emergency services, had access to plant and equipment, and some were trained in emergency management. Similarly, businesses thought that community organisations would have little role in disaster response and that, rather, government emergency services needed to take the lead as they were appropriately trained and equipped.
- **Recovery:** Large businesses believed they had a strong role in disaster recovery from both an internal and wider community perspective:
 - They saw they must lead the restoration of their business operations and infrastructure whilst maintaining the safety of their staff and customers. Restoration of business operations was seen to be critical to ensure that vital supply chains recommenced, that people could return to their employment and local economies could commence recovery.
 - Businesses saw their role in provision of support to communities as fulfilling obligations to customers; making cash donations, fund raising and managing public appeals; allowing staff to volunteer to support recovery efforts through corporate volunteering projects with community organisations; assisting to coordinate spontaneous volunteering; making product and service donations; providing specialist equipment and expertise; collaborating to ensure provision of necessities; providing flexibility to customers to be responsive to



their needs; providing facilities for evacuation, recovery centres and accommodation; taking leadership and coordination roles in recovery; assisting to provide recovery information to community members; providing priority in their service provision to emergency management organisations and assisting in reconstruction activities.

- Large and small businesses are motivated to participate in disaster recovery to ensure the safety of their staff and customers, maintain market share, serve the community as a core part of their brand and values, ensure the prosperity of economies that businesses rely on, build their brand and utilise a socially responsible brand to their advantage and build staff motivation and satisfaction.
- The provision of support to communities was viewed as discretionary and dependent on the capability and type of business. There was a view that businesses would not attempt to profit from disasters and that their business models needed to be flexible to adapt to the needs of the community to ensure no further harm occurred. Whilst businesses need to deliver profits to shareholders it is not the sole objective driving business: rather, the purpose of a business was regarded as more complex in serving multiple objectives. Social responsibility was seen to be a demand of customers, employees and external stakeholders. The ability to provide support to communities and act in a socially responsible manner is dependent upon a company's ability to afford to do so by making profits: that is, a balance must be achieved between profit-making and investing in communities.
- Peak and membership bodies offer capabilities to provide information, expertise, knowledge, networks and guidance to their members, as well as providing industry-wide coordination to support communities.
- Businesses view the role of government in recovery as leadership and coordination. Community organisations were seen to provide a wide diversity of skills and capabilities to fulfil roles relating to the provision of on the ground relief services to communities including providing emotional, mental health and wellbeing support; emergency catering; logistics; material aid; local knowledge and connections; and looking after vulnerable people.
- **Collaboration:** this is occurring between businesses and government and with community organisations, though not always. Where collaboration had occurred with government, there was said to be a high degree of trust. In many cases collaboration was in a pro-bono capacity whilst, for a few, collaboration was directed by commercial terms. In some instances, businesses had a pre-existing supplier relationship with government. Only some businesses have been involved in government-led disaster planning or exercising. Those that had often had collaborations with emergency management committees or information sharing forums or had direct connections to local emergency services.
- A small number of businesses had been involved in the Australian Government's Trusted Information Sharing Networks which are the primary means of the Commonwealth Government to engage businesses in information sharing and critical infrastructure resilience. Forums were seen as worthwhile as they facilitated collaboration between businesses, which was often extended to working together during disasters to ensure continuity of critical service delivery. They also provided opportunities to raise issues with government. The networks, though, were viewed as siloed and required the ability to share and collaborate more between different sectors.
- Large businesses collaborate with community organisations mainly to support on-the-ground community recovery rather than providing services directly themselves, recognising that community organisations have more capability to do this. There was said to be a strong degree of trust in these organisations. Most often, businesses collaborated with community organisations that they had pre-existing relationships with. These organisations tended to be large charities with a nationwide presence. Often, businesses volunteered with organisations, provided donations, or conducted fundraising on their behalf.
- Businesses typically have collaborative arrangements in place to support their day-to-day business activities and there is evidence of collaboration extending into disaster management. Most businesses rely on pre-established relationships to guide collaboration. Collaboration can be based



on goodwill or governed by commercial terms. Some have established Memorandums of Understanding to provide mutual aid. Competition regulations can be a barrier to collaboration during times of disaster.

- There are many strengths of involving large businesses in disaster management that include:
 - prior experience in disaster response and recovery
 - vast logistical capabilities and knowledge of supply chains
 - relevant resources such as plant and equipment and trained personnel
 - extensive and trusted national networks
 - collaborative approaches
 - diversity of capability and specialist expertise
 - flexibility, scalability and adaptation
 - local presence and connections.
- Barriers to further involvement in disaster management included:
 - Barriers to large businesses:
 - lack of understanding of community needs and of how best to be involved
 - lack of existing relationships or disruption to relationships
 - lack of alignment between businesses and government typified by a government centric approach
 - commercial resources are finite and there are commercial realities
 - different emergency management and operating arrangements in different jurisdictions
 - concurrent major disasters can strain resources
 - lack of information sharing between businesses.
 - Barriers to small businesses:
 - lack of capability
 - not within the charter of their organization
 - lack of relationships with government organisations
 - lack of knowledge as to how to engage.
- Some large businesses have an appetite to be more involved in disaster management, particularly to support communities. Appetite for involvement was context-dependent, driven by the expectations of customers and employees, but dependent on businesses having a suitable role and alignment with company values. Few small businesses have any appetite for further involvement in disaster management.
- Some large businesses see a risk to their business's brand and reputation if they are not involved in disaster management. There are some risks when businesses get involved, including not meeting community expectations; not adequately understanding the needs of impacted communities; partnering with organisations that were not credible and insuring donations were effective; work, health and safety (WHS) of staff operating in disaster areas; undermining of local businesses and reducing the speed of local economic recovery and lack of insurance cover.
- Suggestions by businesses to improve their involvement in disaster management included: invite businesses to collaborate; proactively enhance relationships and networks between businesses, government and community organisations; create a national model for engagement



between government and businesses including industry coordination points in each jurisdiction; raise awareness of what capabilities are available; provide businesses awareness of what problems need to be solved; provide greater awareness of government disaster plans and expectations upon businesses and establish panel arrangements to procure specialist expertise.

Recommendations

The following recommendations are made for consideration to improve the utilisation of capabilities offered by businesses in disaster management. That:

1. Australian disaster management doctrine be revised to embrace a whole-of-community approach to disaster management.
2. A national framework for the involvement of businesses in emergency be developed to articulate roles at Commonwealth, state and local levels and businesses be provided with an understanding of how best to engage with different levels of government.
3. The role of businesses, including peak bodies, be clearly defined in relevant emergency plans where necessary.
4. Government emergency planning organisations seek to involve business groups in state and regional disaster planning through the establishment of collaborative forums that consist of business representatives and peak and membership bodies. Consideration for the establishment of groups should include that:
 - a. they have wider representation than the existing trusted information sharing networks and take a multi-sectoral approach
 - b. business representatives have nominated government contact points in each jurisdiction
 - c. the groups take on a coordination and information-sharing function during disasters to better direct the efforts of business and enhance collaboration.
5. Local councils form community resilience committees to promote collaboration and joint planning between government, community organisations and local businesses. These committees could be sub-committees of relevant emergency management committees.
6. Government agencies ensure that they resource engagement with businesses and community organisations.
7. Specific conferences and forums be held between government agencies, businesses and community organisations to explore collaborative opportunities and to build relationships.
8. Government emergency planning to identify key capabilities, gaps and, where necessary, establish panel contracts to enable the fast procurement of specific services in times of disaster.
9. Specific training on working with businesses in disaster management be incorporated into relevant emergency management training units.
10. Business continuity programs for small businesses be continued to further build the resilience of local economies.



Introduction

Numerous reviews have concluded that Australia is ill-prepared to cope with a truly catastrophic disaster — an event of sufficient magnitude to exhaust the combined response capacity of all jurisdictions (Council of Australian Governments, 2002; Smith, 2008; Government of Western Australia, 2017; Catastrophic Disasters Emergency Management Capability Working Group, 2005).

Given identified weaknesses and the need to support ongoing efforts to better prepare for catastrophic disaster risks, there is an urgent research need to investigate how organisations and communities prepare, respond and recover from such disaster events.

Previous Bushfire and Natural Hazards Cooperative Research Centre (BNHCRC) research identified the need to adopt a ‘whole-of-community approach’ to emergency management (Gissing et al., 2018), acknowledging that disaster management is typically performed by a network of diverse groups and organisations (Comfort and Kapucu, 2006).

The whole of-community approach has been described thus:

As a concept, Whole Community is a means by which residents, emergency management practitioners, organisational and community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. By doing so, a more effective path to societal security and resilience is built. In a sense, Whole Community is a philosophical approach on how to think about conducting emergency management (FEMA, 2011; p. 3).

A key component of the whole-of-community approach is building collaborative partnerships between communities, government agencies, community organisations and businesses across the phases of prevention, preparedness, response and recovery to engage their full capacity.

To date, there has been little research examining the role of the business sector in disaster management, although many businesses large and small provide assistance during disasters. This research focuses specifically on the role and involvement of businesses in disaster management.

Businesses are defined here as for-profit organisations that do not comprise part of government. We employ the term business rather than private sector to exclude not-for-profit companies, whose contributions lie beyond the scope of this research (see Van Leeuwen and Gissing, 2019).



Previous Bushfire and Natural Hazards CRC research

Previous research through the Bushfire and Natural Hazards CRC involving interviews with government emergency managers (Gissing et al., 2018) found that:

- Emergency managers believed that the involvement of the business sector offered significant benefits and had been largely untapped to date. Some thought that existing engagement had been largely ad-hoc rather than systematic and needed to be matured. Emergency managers, though, were uncertain as to how best to engage with the business sector. In the main, it was thought that more could be done to understand the capabilities of business and how they could best be engaged.
- Emergency managers believed that the involvement of businesses should not just be encouraged between businesses and government, but that broader collaboration between businesses and between businesses and community organisations would be necessary for the context of a catastrophic disaster. In this context, a relationship with government is not even necessary, as the principle is about supporting the broader good and others.
- Benefits regarding engagement with businesses included: diversity of expertise available, additional large capacity offered, national and possible global coverage of large businesses, community connections, sharing of situational information, agility of businesses, and that businesses may bring different perspectives to problems.
- Some emergency managers thought that businesses would be motivated to engage based upon the need to maintain their own business continuity or to promote their brand, or because their shareholders and/or employees may have been impacted, resources may have been available as their customer base would be disrupted during a catastrophe or they saw an opportunity to profit.
- Emergency managers identified the following possible issues and risks for government in increasing the involvement of business in emergency management: government and defence resources might be less expensive to procure; the need to comply with government procurement policies, including providing opportunities for the broader market to participate; previous relationships don't exist to facilitate engagement; previous negative experiences in dealing with businesses; businesses and government might not share the same values; information shared with businesses might be misused; businesses can be hesitant to share information for commercial reasons and the emergency management sector might not have the right skillsets to be able to work effectively with the business sector. Business sector capability and capacity was recognised as being dynamic: thus, changes could be quickly made that might alter assumptions around collaboration.
- Emergency managers identified the following possible issues and risks for businesses in deepening their involvement in emergency management: businesses might be taking on significant liability risks, collaboration between businesses within the same sector may breach competition laws, businesses may not wish to collaborate with other businesses and involvement may not be financially profitable.
- There was a recognition that, within government, there are already procurement experts who could be involved to provide advice and to assist in facilitating business involvement. For example, it has been recognised within the New Zealand national operations structure that government procurement experts need to be involved to assist with the engagement of business.
- Some thought that a broader national resource coordination model involving the business sector would be beneficial. The National Aerial Fire Fighting Centre model was raised as a good example of collaboration, with the business sector in taking a nationwide approach. The role of local business, too, was identified in that engagement of large businesses should not come at the cost of small businesses. It was identified that the United States operates a national business collaboration model through its national operations centre.



Literature review

In recognising that truly catastrophic disasters will overwhelm emergency management organisations, the Australian Natural Disaster Resilience Strategy (ANDRS) acknowledges the business sector as an important participant in disaster management. ANDRS states:

... businesses can and do play a fundamental role in supporting a community's resilience to disasters. They provide resources, expertise and many essential services on which the community depends (Council of Australian Governments, 2011; p. 5).

Disaster management has typically been seen as the preserve of emergency management organisations utilising an all-hazards, all-agencies approach (Johnson et al., 2011). The activities and resources of emergency management organisations, however, are generally oriented towards the management of small-scale, relatively frequent events. Maintaining resources for truly extreme events would be prohibitive and unrealistic. As a result, larger scale events will overrun the ability of emergency management organisations to respond effectively at local, regional and even national scales (Van Leeuwen and Gissing, 2019).

The role of disaster management is never the sole responsibility of governments. The business sector offers additional capabilities to enhance resilience and help support the recovery of impacted communities. This support can either be by way of direct contributions or through third parties such as non-government organisations. In responding to Hurricane Sandy (2012) in the United States, for example, the business sector was able to move eight times the amount of food into affected areas compared with the combined efforts of government and non-government organisations (Kaufman et al., 2015). Similarly, after Hurricane Katrina (2005), the retail store, Wal-Mart, frequently outpaced the United States FEMA by several days (Chandra et al., 2016). The business sector can also act with more flexibility than the government, making fast decisions and acquiring, moving and disposing of resources rapidly. It can quickly scale its operations to match the need (Busch and Givens, 2013). Abou-Bakr (2012) concluded that business involvement in the aftermath of Hurricane Katrina proved the benefit of a business's sophisticated understanding of and access to global networks and systems and their application to disaster management.

The business sector has a significant incentive in ensuring the continuity of its assets and operations to maintain its revenue and reputation. From a government perspective, the less time emergency managers spend on managing the results of broken supply networks, the more time they can focus on meeting other vital community needs. Business continuity is clearly viewed by some businesses as a competitive advantage: for example, Wal-Mart and Home Depot in the United States. After disasters, these businesses can service the needs of their customers because they have forecasted the demand for products, maintained the continuity of their supply chains and can utilise their advanced logistical capacities.

As many lifelines are operated by the business sector, it is essential that the government support and encourage the business sector to have robust business continuity systems.

United States' experience shows that information sharing to ensure business continuity is a key motivator for both government and the business sector. To facilitate information sharing, various networks exist at national, state and local government levels. At a national level, FEMA has developed a National Business Operations Center that acts as means to exchange two-way information between government and the business sector. During disasters, the Center provides real-time situational awareness and ground truthing on the needs of impacted communities. Participation in the Center is voluntary and open to both large and small businesses, chambers of commerce, associations, universities, think tanks and non-profits (FEMA, 2017). Further, FEMA has created a business sector role within its National Response Coordination Center. The role is filled on rotation by a business sector representative who assists to facilitate information-sharing across the business sector. Similar models of public and business sector collaboration are also in place at state levels

Often, businesses are the local first responders ensuring their resilience and assisting others (Abou-Bakr, 2012). Johnson et al. (2011) examined disaster-related activities of large companies in the United States and found that corporations engage in activities related to disasters by way of short-term relief and recovery activities. These were reactive and episodic in nature and included both financial and in-kind activities delivered to employee and customer stakeholder groups.



Van Leeuwen and Gissing (2019) conducted a similar study for Australia and New Zealand, finding that, despite limited efforts by emergency management organisations, large businesses were already supporting communities. Like businesses in the United States, businesses in Australia and New Zealand have been reactive to disasters and contributed in a range of different ways by way of cash or in-kind means. Businesses acted as conduits to contribute support from a variety of sources including from their employees and customers. However, the business sector itself is vulnerable to disruption in a disaster and so strong business resilience is a prerequisite for businesses supporting community needs. Businesses supported communities directly or via partnerships with community organisations. Businesses also supported affected employees to resume their work-related responsibilities. Businesses appeared to be motivated by a commitment to their employees and customers and by social responsibility objectives.

Globally, examples of business involvement are numerous. For example, in the United States after Hurricane Harvey, 2017, businesses focused on their own resilience and assisted communities through cash donations, fundraising, product and service donations, discounts, waiving of fees, provision of specialist equipment (e.g., boats and generators), partnerships with community organisations, providing accommodation and logistics, corporate volunteering, technology support and direct assistance in clean-up activities (U.S. Chamber of Commerce Foundation, n.d).

In total, over \$400 million was contributed to disaster relief in response to disasters in the United States in 2017 (U.S. Chamber of Commerce Foundation, 2018). When compared to the costs of disasters in the United States over the same period of some \$265 billion, however, the contribution covers only a very small percentage of costs. This is similar to relative contributions made after Hurricane Sandy where businesses contributed \$500 million compared to the United States Government provision of some \$60 billion (Chandra et al., 2016). Donations are said to vary significantly depending on a particular company's profit forecasts, what other companies are doing, how many disasters have already occurred and impacts on local company operations (White, 2016)

Businesses can be contracted directly by government where capability gaps exist in exchange for a fee. For example, after the 2009 Victorian bushfires and 2015 Wye River fires, the Victorian Government contracted the construction firm Grocon to coordinate the clean-up of impacted areas (Carter, 2009). The Victoria State Emergency Service has established contractual relationships with a series of water and geo-technical engineering firms to provide specialist advice to incident management teams in the event of flooding (Tate and Achilles, 2017).

Partnerships between the public and business sectors need to be tailored based upon the needs and capabilities of the organisations involved. Some are formal in nature and involve regulation or contractual relationships whilst others can be less formal. To be successful, both parties need to recognise the value that the relationship creates. Key motivators for government and business sector collaboration include creating public value through building resilience, information sharing to support each other's operations, quicker restoration of essential services, avoiding duplication of effort, the provision of assistance in emergency planning and better decision-making (FEMA, 2018).

Examples of business sector engagement in disaster management in the United States demonstrate a need for coordination between the public sector and businesses so that accountabilities and expectations are clear on both sides (Busch and Givens, 2013). For example, during Hurricane Katrina, relief supplies delivered by Wal-Mart were turned away because FEMA said they weren't needed (Richman, 2005). Better coordination reduces duplication of effort and delivers more effective outcomes (Busch and Givens, 2013).

Often, the business sector contributes through partnering with community organisations to support wider community needs (Haski-Leventhal, 2013). These relationships can be established at the time of an event or more formal and pre-existing in nature. This model allows the sharing of information and best practices as well as access by community organisations to the resources and expertise of the business sector (Haski-Leventhal, 2013). The strengths of local community organisations are often their local networks and knowledge that allow for greater efficiencies and trust. Challenges, however, include differences in systems and cultures between organisations, the ability to obtain information regarding community needs to best inform the direction of efforts (Haski-Leventhal, 2013) and how the capacity of service delivery is restricted



by the size of the community organisation's workforce. Following the Black Saturday bushfires, the Victorian Bushfire Reconstruction and Recovery Authority (2011) found that company motivations were not always clear and that company priorities were subject to change which made it difficult to plan for continuity of services over long periods.

Businesses can benefit from involving themselves in disaster management: for example, corporate social responsibility activity associated with disasters may enhance the brand of a company (U.S. Chamber of Commerce Foundation, 2019); some can also make profit through the demand for their services. Their involvement also helps to restore the functioning of impacted economies so that they can resume trade (Abou-Bakr, 2012).



Methods

Research objectives

The key objective of this research is to identify how the resources of businesses could be utilised to assist communities in the context of a catastrophic disaster in Australia across the phases of preparedness, response and recovery.

Key research questions include:

- As what do businesses perceive their role in emergency management?
- How does each sector, including government, define the role of other sectors?
- What are the primary motivators for involvement?
- How have businesses, community organisations and governments worked together previously?
- How is collaboration between sectors best encouraged? What may be an effective model?
- What are the barriers, enablers and risks to further collaboration?

The project received ethics approval from the Macquarie University Human Research Ethics Committee (Approval No 5201926957416).

Stakeholder interviews

Interviews with senior stakeholders from businesses were performed. Interviews covered:

- Nature of their organisation.
- Role in disaster preparedness, response and recovery.
- Previous experiences.
- Motivations for involvement.
- Perceptions of the roles of business, government and other community organisations.
- Experiences of collaborating with community organisations, government and other businesses.
- Involvement in government-led emergency planning.
- Internal disaster management preparations.
- Appetite to be further involved in disaster management.

Interviews were conducted in a semi-structured manner and were conducted via telephone or face-to-face. Interviews lasted for around one hour. Interviews were recorded and transcribed to assist with analysis to identify key themes.

Twenty-eight interviews were undertaken. Organisations were recruited based mainly on their previous involvement in disaster management activities, as derived from Van Leeuwen and Gissing (2019). Three respondents represented peak and membership bodies. Tables 1 and 2 provide an outline of the organisations involved in the interviews.

Type of organisation	Number of respondents
Agriculture, forestry and fishing	1
Mining	2
Manufacturing	1

Electricity, gas, water and waste services	4
Construction	2
Wholesale trade	1
Retail trade	1
Accommodation and food services	4
Transport, postal and warehousing	1
Information media and technology	1
Financial and insurance services	5
Rental, hiring and real estate services	1
Professional, scientific and technical services	3
Administrative and support services	0
Public administration and safety	0
Education and training	0
Health care and social assistance	0
Tourism	1

TABLE 1: TYPE OF ORGANISATION.

Employees on a full-time equivalent basis	Number of respondents
None	0
Between 1 and 5	0
Between 6 and 20	2
Between 21 and 100	0
Between 101 and 1000	2
Between 1001 and 10000	14
Between 10001 and 100000	6
Over 100000	2
Note stated	2

TABLE 2: ORGANISATIONAL SIZE.

Online survey

An online survey was undertaken, targeting business in the second half of 2019, with a focus on small businesses. The purpose of the survey was to collect quantitative data to support interview responses.

The survey questionnaire was distributed nationally through LinkedIn groups and peak small business groups. In total, some 155 businesses responded to the survey. Some respondents represented overseas businesses and were removed from the sample, leaving 142 businesses.

Respondent's profile

Respondents represented a wide variety of business types, with *retail trade* and *professional, scientific and technical services* being the most frequently selected descriptions. The types of businesses respondents represented are shown in Table 3:

Type of business	Number of respondents
Agriculture, forestry and fishing	10
Mining	1
Manufacturing	3
Electricity, gas, water and waste services	2



Construction	9
Wholesale trade	4
Retail trade	30
Accommodation and food services	13
Transport, postal and warehousing	3
Information media and technology	5
Financial and insurance services	9
Rental, hiring and real estate services	6
Professional, scientific and technical services	20
Administrative and support services	3
Public administration and safety	5
Education and training	4
Health care and social assistance	8
Tourism	1
Other (please specify)	6

TABLE 3: BUSINESS TYPE.

Most businesses (87%) employed less than 20 employees, as shown in Table 4.

Employees on a full-time equivalent basis	Number of respondents
None	28
Between 1 and 5	67
Between 6 and 20	27
Between 21 and 100	9
Between 101 and 1000	6
Between 1001 and 10000	2
More than 10000	2
Unsure	0

TABLE 4: NUMBER OF EMPLOYEES.

Most respondents (70%) represented businesses that had been in operation for more 5 years, as shown in Table 5.

Length of operation	Number of respondents
0-1 years	24
2-5 years	20
6-10 years	21
11-20 years	32
More than 20 years	45
Unsure	0

TABLE 5: LENGTH OF OPERATION.

The network in which the respondent’s business operated within varied. Most businesses (61%) operated within a state level network or greater, as shown in Table 6.

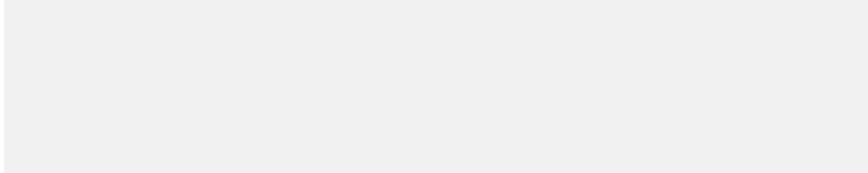


TABLE 6: NETWORK SIZE OPERATED WITHIN.

Customers of respondent’s businesses varied. Most frequently, businesses provided goods and services to individuals, as shown in Table 7.

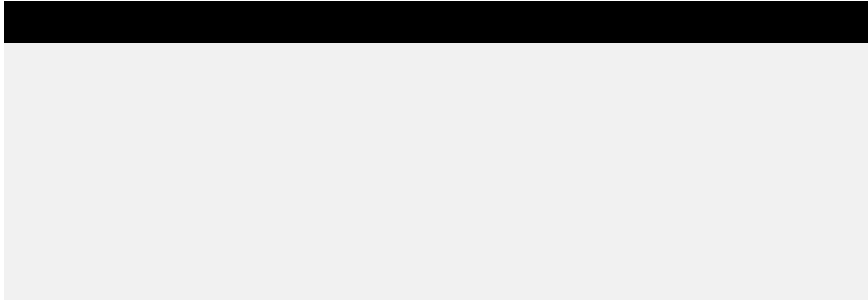


TABLE 7: RESPONDENT’S CUSTOMERS.

Most frequently, respondents occupied senior management roles within their organisation, with 80% working at CEO/ Managing Director or Senior Manager level, as shown in Table 8.

Level within organisation	Number of respondents
CEO / Managing director	92
Senior manager	22
Manager / Team leader	20
Team member	8

TABLE 8: LEVEL OF RESPONDENT WITHIN THEIR ORGANISATION.



Roles and involvement of business

Businesses perform a diversity of roles before, during and after disasters. Some cover all phases, whilst others specialise in a specific domain.

Before

Respondents strongly believed that the key responsibility of their businesses was to ensure resilience of their operations through business continuity plans, emergency management, training, exercising and insurance. Respondents recognised that these activities needed to be proactive and involve stakeholders throughout their organisations and, in some instances, involve government emergency management organisations. For example:

It's about making sure our business is able to cope with disasters and be able to support our customers to make sure that they can continue to operate effectively as they can. Basically, it's managing our business continuity and disaster recovery plan. (Sales and Marketing sector)

I think for us it's about understanding, if there's an emergency, that the branch network is well-prepared and that we understand our ability to move things around. We might need to shut a branch down or move our staff around or have some kind of business continuity in place. (Finance sector)

There's Disaster Recovery and Business Continuity Plans. In terms of looking after people, they do rehearsals of emergency exits from buildings and stuff like that. All that typical stuff we've done. They do scenarios from time to time, I believe, as well. (Finance sector)

For respondents representing businesses with asset portfolios, there were roles in designing assets to maximise resilience and to ensure that they were maintained. For example:

There's a lot of work around the design and location – that there's a customer base that we want to service then we will look at ways that we can build those sites in the best way possible around those disaster areas. In flood zones, is probably the easiest... a lot of the stores are now car park at the bottom, which is quite a new design. They've looked at moving car parks underneath and actually building levels so that they are less affected by floods. (Retail sector)

In the pre-disaster season we would do basic maintenance to looking where sites are, ensuring there was adequate clearance from vegetation back from our facilities. Checking the batteries that we have for backup. In some particular cases where there's known events that will likely happen, for example in Northern Australia, we do things to pre-position equipment such as generators, parts; checking inventories for spare parts; checking that there is fuel available for generators and that kind of activity. (Infrastructure sector)

Some respondents indicated that their preparedness activities revolved around a cycle of pre-summer preparedness activities. This, for some, included participating in government-led briefings.

Some businesses, particularly those associated with extraction of energy resources and hazardous industries, were focused on raising and sustaining their own emergency management response capability to provide a legitimate first-response capability in case of onsite incidents. For example:

We do operate in some interesting environments in terms of risk – whether that be through man-made or natural risks. So, for example, in some more developing regions, we can't necessarily rely on the local government support agencies, response agencies, to assist us. Therefore, we need to stand alone. (Resource sector)

We actually train our team to ensure that they're first responders, not only for a site emergency situation but also what they can do within the site to make sure there's no spread. (Manufacturing sector)



A few respondents indicated a role for their business in preparing to take on functions to support communities during and after disasters such as fundraising. For example:

We are able to take donations and distribute those donations to eligible organisations. There's a lot of work to ensure you've got the systems and the right parts so those distributions are getting made. So, part of our thinking is if we can have all of the infrastructure in place before an emergency, it just helps so much around the recovery process. (Banking and Finance sector)

Only a few respondents indicated that their business had broader externally- focused roles in disaster preparedness. Such roles included advocating for more resilient construction practices, raising the awareness and resilience of communities, incentivizing household level disaster mitigation, and contributing to emergency services' capability through equipment donations. In some cases, businesses may have chosen to engage directly with communities in partnership with emergency services or provide funding to community organisations to do so. For example:

One of the things that we can do and we've done a little bit of it, is along the likes of flyers for telling people to clean up their backyards and all that sort of thing in a storm zone so northern Queensland. Given the number of people we deal with every week, it's very easy for us to stick a flyer to the top of a pizza box. (Food and Grocery sector)

We have partnered previously with the [Community Organisation], in terms of, we provide funding to them specifically on preparedness. Rather than donating to them at the time of a disaster or any particular disaster, we decided to actually put in annually to help them be prepared for those times, as opposed to supporting at the distinct time of a disaster. (Insurance sector)

Several respondents indicated that, although they may want to contribute further to community preparedness and resilience, they did not have the skills or capabilities, or that they could not find appropriate community organisations to partner with.

Motivation for involvement

For those businesses taking a strong role in business continuity, key motivations were safety of staff, customers and neighbouring populations and reduction of business disruption risk. Respondents reflected on their well-established and valuable corporate brands and the need to protect them by limiting disruption and any losses to staff, customers and other stakeholders. Respondents also reflected on the importance of staff to feel safe and confident in emergency management frameworks. It was thought that well-established roles and responsibilities for dealing with a disaster were critical. For example:

We are high-value brand and, frankly, we will do all we can to protect that value. (Sales and Marketing sector)

Our people are the most important assets. They need to be safe and well. They also need to be able to go to work and to be able to pull the resource out of the ground so we can make money. So, being able to keep our people safe, our assets safe, protect the environment, is the reason why we have planning to help us to prepare and then respond when we are hit with an environmental, natural disaster. You want to give them a safe place to work in. They need to feel confident that they are skilled and prepared to respond regardless of the situation. (Resources sector)

What we would look at, the motivation is business continuity, our customers, our people and the community. When we look at any disaster, we would be thinking about what are the impacts to our customers? What are the impacts to our people? What are the impacts to the community? Then what is the impacts to the business in terms of reputation and why? (Finance sector)

For a few respondents, motivations were about protection of profits and market share. For example:

We clearly have competitors and they're alternative. If, for example, we had a bushfire go through one of our plants and wiped it out, we would be conscious that if we didn't fill that hole if you like, then a customer could go somewhere else. (Manufacturing sector)



We work in a fiercely competitive environment and if it was, say, that we weren't able to provide service, then customers would simply walk away and go somewhere else. (Infrastructure sector)

Some respondents particularly related to infrastructure businesses further expanded on their obligations to customers, noting that they had wider accountability to communities to minimise disruptions. For example:

We see it as part of our corporate and social responsibility. People and staff, our customers and shareholders, the community that we serve and the government, we've got a license to operate, we need to do everything safely and we need to continue to supply energy out to the community that we actually serve. (Infrastructure sector)

For others, there was a clear alignment with company values or, alternatively, the community was viewed as being part of their company. For example:

We care about the communities we work in; we're future focused, that we want to be able to continue operating, so we want to take a strong stance on sustainable and ethical, environmentally friendly working. (Construction sector)

So when you're operating in a community, the company is pretty much engrained in the community because you've got your own staff that make up that community. Therefore, they have connections through family, through friends, through schools etc. It's the right thing to do and we have the resources where we can contribute to that. So, it's an important piece. (Resources sector)

For some others, motivation to be resilient was based on a desire to be ready to support communities in the aftermath of a disaster if necessary. For example:

It's about making ourselves as capable as possible to be back and running as quickly as possible to help those communities to get back and running as quickly as possible. (Finance sector)

Those taking on a broader role to proactively engage communities to build resilience saw community service and business imperatives to reduce risk as key objectives. For example:

That is a pure community service... There's no advantage for us in doing it. It's just the right thing to do. (Food and Grocery sector)

It is a business imperative to be on the front foot – how can we create incentives for people to reduce their risk and build back better after disaster. (Finance Sector).

Perception of the role of community organisations, government and other businesses before disasters

Community sector organisations

Respondents saw the role of community organisations firstly to ensure they were resilient so they could provide services to communities and have plans to best direct and coordinate their efforts in the aftermath of a disaster and secondly to be able to participate in wider community emergency management exercises and planning. For example:

I'd absolutely hope and expect that those sorts of organisations would have at least considered their potential risks and would have put some effort into the prepare phase. Thinking through what they could do to identify their risks. Think of ways they might approach solving or mitigating those risks. Building their own response structure, I think, is really important. (Transport sector)

Respondents believed that community organisations offered enormous value in assisting communities to build resilience and were well-placed to do this given their strong links to local communities, including those that are most vulnerable. Some saw that community organisations had established a strong reputation in delivering resilience programs. For example:

I think we have to keep everybody helping out those organisations you mentioned and making the community resilient as well. Not necessarily being there to help always pick up the pieces. It's about



helping them be resilient. So, the more education we can get out to the community, and the more education we can get out through those organisations in advance, if they know of areas or particular pockets in the community that are going to struggle, I'd like to see more education "pre" – like in the season so to speak. (Food and Grocery sector)

It was noted by respondents that there is a wide diversity of different community organisations that offer different strengths and capabilities. To be effective it was believed that local community organisations were best placed to deliver resilience programs rather than bring resources in from elsewhere. For example:

I absolutely do agree that the appropriate community organisation in the area. It can't be some sort of organisation from Sydney telling Cairns what it should be doing for the summer storm season. It's got to be driven locally. I do think community groups have got to be a key communicator of preparedness of what's required. It might be specific to that area. (Food and Grocery sector)

It was, however, thought that there needed to be strong communication and coordination between different community organisations and that this should involve joint service delivery planning. For example:

Services don't always operate in unison, just by the nature of those services themselves, so I think when we talk responsibility, I think it is a responsibility of those services to work collectively and cooperatively – to a plan, I guess, so roles and responsibilities are clear. (Finance sector)

Some respondents had had insufficient exposure to community organisations to form an opinion as to what their role should be.

Government

Government was viewed by respondents as needing to take a lead role in disaster prevention and preparedness and provide coordination and oversight. This included developing strategic policy and making evidenced-based decisions covering infrastructure resilience, urban planning, and natural hazard mitigation. For example:

So, actually, thinking about what disasters we can be subject to and who are the parties that need to be involved and strategically planning for that. Having the disaster risk strategy that they've just released and thinking about how we build resilience in the community so that you respond quickly or reduce the likelihood that you get subjected to these emergencies. (Finance sector)

To think that they would lead in terms of coordination, perhaps, or even communication with the community more directly. I guess it's probably more about providing some sort of governance and policy oversight in regard to prevention, preparedness and management, I would think. (Pharmaceutical sector)

There was an expectation by respondents that governments would maintain public trust and confidence through resourcing emergency management organisations and ensuring appropriate pre-emptive frameworks were in place to guide response and recovery. For example:

Government's role is obviously to set up frameworks that both business and the community can operate within in the event of a disaster. They provide our emergency services across the board – the rescue, fire, ambulance or police. I think the military would play a role domestically to rescue people and protection of property. (Sales and Marketing sector)

To maintain public trust and confidence through ensuring their own preparedness to deal with a disaster – In other words, by running a plane crash scenario, running a power outage or a terrorist scenario for example. It keeps the community relaxed and going. (Manufacturing sector)

Respondents believed that government needed to lead programs to engage communities in efforts to make them better prepared. For example:

That government piece is about making those communities as resilient as they can. (Food and Grocery sector)



I think what hasn't happened is that level of preparedness and them telling the community about how they need to be more resilient, that message hasn't been communicated to the wider community. (Infrastructure sector)

A few respondents thought that government could be doing more to prevent and prepare for disasters and that they needed to take on a bigger and more proactive role rather than being focused on response and recovery. One respondent thought that government would have a strong incentive to do this given that they ultimately wore recovery costs, although another acknowledged the moral hazard created by the Commonwealth government covering recovery costs possibly exacerbated by decision-making of state and local governments. For example:

I think the trouble is, government likes to get in ... either at the response side of it or the recovery side of it. But they seem to be a little bit missing in action when it comes to the preparedness and preparations, I think. (Infrastructure sector)

I don't think the government does enough education on these threats. There's no SMSs, email notification, pamphlets sorts of things. I just think as a citizen of Australia who lives in a suburb where we're in a bushfire zone, our local council even, I don't think they do the best of jobs in terms of informing citizens of why these threats are coming our way. There's no secret we're going to have a really hot summer and a pretty cold winter. But there's no sort of guidance coming out from the local councils or state government or anything like that. Like, clear your gutters, look after your neighbours, pets and all those kinds of really small things that I would expect your local councillor / state government to be doing to help that as well. I think there's a lot that could be done at a local level and not just at a federal level to help communities. (Digital Media sector)

Respondents saw that different levels of government had different roles and strengths: for example, it was thought that local government best understood risks, but may not be the best placed to deal with them given that resources lay more at state and federal levels.

Other businesses

Respondents had a strong expectation that the wider business sector would invest in business continuity and resilience activities to minimise business disruption. This expectation was particularly driven by supply chain considerations where businesses are reliant on other businesses to maintain their operations and the need to maintain confidence in supply chains. Respondents in particular referenced expectations they held on infrastructure businesses. For example:

I think just having an understanding of what that means if a disaster was to occur. So, what their level of roles and responsibilities might be as well. I think that sometimes that's probably an area that we don't do so well from a big picture perspective, is preparing our communities for what that impact is going to mean. We tend to do it more reactively than proactively, I think. (Energy sector)

To be as resilient as possible, as less affected as possible, so we can get back up and running as quick as possible to support the community. (Finance sector)

There are some concerns, though, that the preparations by some businesses have been limited, exposing the community and other businesses to disruption. For example:

I don't think that businesses are prepared (I'm generalising) for disasters. For example, the city of Adelaide a couple of years ago ran an exercise. Adelaide is actually the most susceptible to earthquakes than any other capital city in Australia. It was such a big deal and the businesses that were affected – it was too big a problem that now nothing has been done about it. There's no ongoing conversation. There's no ongoing preparation and so on. (Resources sector)

I haven't seen many businesses do too much. In fact, even some large organisations – I've been privileged to see some of their presentations, and I've been surprised at their limited plans. (Food and Grocery sector)



There was also thought to be a role for businesses to inform customers about what impacts disruption to their operations would have and what arrangements were in place to minimise risk or to manage disruption if it occurs.

Telling their customers what arrangements could be in place in a disaster. There's probably not much of that happening and I'd say that probably is across the sector. (Infrastructure sector)

Respondents acknowledged that only a few businesses had been involved in initiatives to build community resilience. Some were unsure of the role that business could play in supporting community resilience, instead thinking business could play a role in recovery. A few respondents thought that there was a growing opportunity for businesses to get involved in building community resilience. For example:

Then if you say they're active in that space, the next question, as I say to anyone that will listen, most corporates, the only thing they think they can do is write a cheque but corporates are becoming a bit more sophisticated and saying I'm happy to write the cheque but I want to see value, I want to see deliverable. Once you get into the disaster space, just sending food or dry clothes the day after the flood. It's not much of a deliverable. I think corporates are more and more going to start to expect to see structured preparedness programs and recovery programs that go beyond the day of crisis. The money will flow from corporates, it just can't always be in the response piece. (Food and Beverage sector)

There was an expectation by some respondents that businesses would pre-plan how they would support the community in the aftermath of a disaster. For example:

Maybe like our organisation where they're able to provide that support post an event or during an event. I think they need to be well prepared in advance to know that something is going to happen and that they will need to be the legs to support people who are impacted during an event. (Finance sector)

During

The main theme from most respondents was the priority that their businesses give to ensuring staff and customer safety and the resilience of their operations and assets during disasters. For example:

Our first response is the safety of the public and the safety of anybody that's involved in a disaster area. Also, the safety of our own staff as far as that first point of call as an organisation is. (Infrastructure sector)

For example: Cyclone Debbie, we stood up our response team 48 hours before that made landfall for the expected areas, we were able to reconfirm who looked like they were in the most significant impact paths, made sure that they were, you know, sending people home and not operating up until the last moment; but then also preparing things like: what's the cash level like in these places, what's the staffing, if we needed to prioritise staffing because people's homes are affected and they couldn't work – what would be our prioritisation our actual branches, to reopen if we had to consolidate staff so to speak. (Finance sector)

Often respondents saw their businesses being proactive around staff safety and welfare, taking actions even if the business's own assets were not under threat but the homes of employees were. For example:

With the bushfires we've had, we closed down a couple of sites in SA and NSW – not because our store was under threat, but because people's homes were. We let them go home and deal with what they needed to from that front, which I think is actually hugely important. (Retail sector)

With the recent fires in NSW and Southern Queensland, we've had our security operations centre reaching out to our branches and to those individual staff members who may be in those areas to make sure: a) they're aware and b) they're okay. We know there is not much as an organisation that we can do to directly support the fighting of the fire or the incidents, but it's about protecting and ensuring that our staff are aware and safe as possible. (Retail sector)



Most respondents said that they had a role to provide leave to staff who volunteered for emergency services. For example:

We do support our own personnel that volunteer for any emergencies in the volunteer emergency services. We have a number of employees at the moment that are volunteer fire fighters, for example, that are involved in NSW and southern Queensland. We support them in as much as allowing them the time to go and fulfill those duties. Supporting them with leave entitlements for that sort of thing. (Sales and Marketing sector)

Most respondents said their business did not have the capabilities to assist communities in the response to disaster, lacking the necessary expertise, experience and equipment. For those that could assist, help was dependent on the nature of the disaster occurring, acknowledging that businesses were best placed to contribute consistent with their strengths and existing capabilities. For example:

Corporates find it very easy to give when it is right in their wheelhouse and for us giving away hot food is absolutely. It's an effort, but it's not a stretch. It's very easy to motivate our staff to come in and do that and make up a lot of food and just give it away. (Food and Grocery sector)

A small number of respondents indicated that their business could collaborate with government emergency management organisations by providing trained personnel and equipment to undertake response tasks within communities. These observations were often made by resource companies operating in remote areas. For example:

There's that mutual understanding, I suppose, rather than a defined role that our company has in a disaster response. It's another lever that the hazard agency can draw on in terms of resourcing and communication, should they choose to use it. (Resources sector)

The conversations we were having there was that "Look, if this thing does hit, it's going to be damaged, and there's going to be a large recovery effort. What can industry do?" We offered up aviation and marine capability but also, we have a large contracted workforce that would be able to assist. We also provided the option to consider our camp accommodation as well, to help those emergency responders. (Resources sector)

Respondents whose business maintained a first response capability were focused on reducing the extent of a disaster's impact on their own assets and controlling an on-site event until emergency services could assist. For example:

The response organisation has limited resources and some of those resources are drawn from the volunteer brigade, which is essentially drawn from industry. It almost becomes a circular issue. Talking to that – if we have an incident on one of our facilities, we manage it ourselves with support as required, depending on the capability that's provided. (Resources sector)

Other respondents said their business could provide emergency catering, logistics and provide facilities for temporary shelters. For example:

So we've learnt the best way is to get down to find out where the evac centres are. We'll be able to drop 200 pizzas into an evac centre and know that it will be well received. (Food and Grocery sector)

So, if we think of bushfires, cyclones, earthquakes, those sorts of things – it could be uplifting cargo or freight on behalf of a response agency. Fire-fighting equipment or humanitarian supplies. Offering cheap or free cargo or freight to get those critical supplies to the site of the emergency. Or, uplifting humans, uplifting bushfire fighters from one state to another when there's a critical bushfire emergency and the locals are getting fatigued. There was a cyclone went through the Northern Territory last summer and we had to evacuate a lot of the local



population off their island out of harm's way, and then back again. So we worked with the government to think about how we might support that evacuation process. (Transport sector)

Respondents also recognised the role of their business to consider operational readiness and planning to respond in the recovery phase of the disaster. For example:

During the impact we start planning for what is necessary in recovery – then at the same time we go into a planning mode to assess the severity or level of damage and then we start putting things into place. From resourcing, where do we get our resources from, time frames, expected time frames around a disaster. You know, are we talking about thinking this is a disaster that's going to go for five days or is it going to go for ten days. Start putting a bit of solid information together around time frames. (Infrastructure sector)

We start working with the suppliers in those areas beforehand so we're pre-prepared and not then having to wait for it to occur and mobilise people. In the case of Cyclone Debbie, we had assessors and tradespeople mobilising outside of the impact areas, particularly the Airlie Beach area so they could get in early and reopen etc. (Finance sector)

Motivation for involvement

Motivations nominated by respondents were similar to those articulated regarding involvement before disasters to prepare. Respondent's businesses were motivated by the need and commitment to help communities, maintain community confidence and to fulfill business continuity and work, health and safety obligations. For example:

Nevertheless, we see it, as part of our brand and our commitment to the community, an event of national significance could trigger us to move into a crisis response and activate all the bells and whistles of our crisis management framework. Secondly, we need to be prepared for those events where, either community, government, some part of society, may put its hand up and say "Can you help?". (Transport sector)

A small number of respondents reported that their actions were part of fulfilling obligations as part of Memorandums of Understanding with Government. For example:

We have, certainly, an MoU with the Department of Fire and Emergency Services. That's an industry-wide mutual understanding of... It's not binding, but certainly the intent is there, and it's been demonstrated before, where we have supported Fire and Emergency Services. (Resources sector)

One respondent in the pharmaceutical industry stated that disaster response was part of their core business.

Perception of the role of community organisation, government and other businesses during disasters

Community organisations

Respondents believed that community organisations were highly valuable, although their roles were more focused on recovery than response, with government emergency services taking the lead during disasters. For example:

I'm thinking, your community groups more or less so at that stage, I think you've really got to hand off to the professionals in the middle of a crisis which is, your firies, your ambos, your SES,



probably your army. First and foremost, they're the organisations that have all the skills required to manage a crisis. I think those community organisations are a little step or two back. Which is where they should be. (Food and Grocery sector)

Where roles were identified, they included managing evacuation centres and providing local knowledge.

Government

Respondents had strong expectations that government would take a whole-of-community leadership and coordination role during disasters. This included providing immediate first response and ensuring the community safety as their primary objective through the mobilisation of emergency services such as police, fire, ambulance, SES and defence. For example:

They control and monitor resources, so whether that's disaster management agencies, police, the army, and then various other, supply agency, essential services, electricity companies and so on. Government has to take a very, very firm hand in coordinating, making sure everybody is on the same page and that the resources are then deployed when they're needed, but I think the government has to respond to that. (Tourism sector)

... my hope is that our government bodies take a leadership role and to make sure that there is a coordinated, collaborative, community feel about a response. (Transport sector)

I think the role of government is to be that facilitator and resource the top line. Definitely being the authoritative source of truth. To maintain the level of stability and calm so that we don't panic. I think as well, also to connect services or organisations together to make sense of the situation, in a sense there's that sort of command and control that's needed when there's a big incident. (Digital Media sector)

Respondents also nominated roles related to provision of warnings and public information and ensuring the continuity of infrastructure provision. For example:

In the response phase you get to that 'keeping the community safe'. To start with, keeping them informed and then making sure that there are suitable redundancy programs in place whether it's roads, infrastructure, hospitals and those sorts of things, or whether it's for evacuations and working through what those plans are to keep the community safe, keeping them informed and having redundancy programs ready to go for all those components until they come back on line. (Finance sector)

Other businesses

Respondents did not see that the business sector had a wider societal role in responding to disasters. Most believed response was the domain of government emergency management organisations. For example:

We have a natural fit with food, but the bank: I don't know what that role would be in the middle of a crisis. To a certain extent I think just everyone has got to get the hell out of the way and let emergency services do their job. We talked about preparedness and we will talk about recovery. I think it's those either side of the crisis is where you want all these other groups to step up because that's when your emergency services step away. (Food and Grocery sector)



After

Respondents believed they had a strong role in recovery after disasters, including ensuring staff welfare, restoring infrastructure and business operations, and supporting wider community needs. Respondents said:

If we have a disaster situation where we would typically identify what the particular issue was, and we would put resources into trying to manage and recover that facility that might have been lost... This means making decisions about repair priorities, so likewise the recovery situation: we look at the network to make decisions on how the network can be recovered and where to put the limited resources that we have available. (Infrastructure sector)

Essentially the first piece is ensuring that our team members and our customers are safe. Ensuring that there's no danger around that piece. We've seen other organisations where they don't voluntarily close the site and let team members go home which has ongoing stress implications. It also has, obviously, physical issues as well. Obviously, we still need to provide services to the community as they need them. It's weighing up those sorts of areas. Obviously, we do need to get the business back up and running but we have the luxury of large resourced teams. We can have a property team coming in and dealing with the contractors and dealing with the rebuild and all of that. We have lost some sites, not to bushfire, but to fire generally. We have a process around what happens – contractors, adjusters and builders that will work together and can get our stores back up and running. (Retail sector)

In relation to supporting communities after disasters, respondents most frequently nominated roles relating to:

- Fulfilling obligations to customers: for example, in processing and actioning insurance claims or the collection of waste. Respondents said:

From the insurance perspective – how do we get assessing and if necessary, trades people in from that network to help make their homes safe and do the evaluation so they can get their insurance process underway and as quickly as possible? (Finance sector)

In terms of contracted arrangements, with our municipal businesses we provide service to collect waste from a council area. Say, City of Sydney, part of our services there, we remove waste from households, but we are also a point of contact if something happens. So, if there is debris, a big storm event, you know, Hornsby, the North Coast last year, then we would be involved in putting extra collections – so it's an ad hoc arrangement on top of what our business-as-usual contract arrangements are. (Waste Management sector)

- Making cash donations, fundraising and managing public appeals. This involves collecting from staff, customers and communities and making business donations. In some instances, employees drive donations through employee giving programs. For example:

A lot of the businesses do fund-raising as well to donate funds into the areas as well. Whether that is bushfire relief – we have just done a huge drive recently. Often the corporate entities will match donations raised. We do that as well. In addition to that we have on-going donation and community services programs that we do which are run by our corporate affairs team here. This year there is the bushfire relief included in that, although it is community partnerships generally, it is targeted towards disasters that come through – coming through from all angles. (Retail sector)

We definitely leverage our work giving program internally. That's all run internally with the aim that we don't use a third party for that program, especially when there's a, sort of, large-scale natural disaster, as part of the offering that we provide to our employees. We



basically say, "Let's put this package in place, but you, as employees, can also contribute to the cause by donating through work giving". (Finance sector)

It would set up the approach to manage an appeal in that situation and to take funds, to broadly communicate the appeal across Australia, depending on the nature of the actual appeal itself. (Finance sector)

- Allowing staff to volunteer to support recovery efforts through corporate volunteering projects with community organisations. For example:

We have a volunteer day where we can go off to help the community as part of our offering and we get paid to do it. We are quite liberal in the sense that if you wanted to go help out and it benefits the community, we're not going to dock the pay or anything like that. I'd expected there'd just be an adaptive approach in a scenario. We have pretty strong values which are aligned to helping people, it's the core of what we do. (Digital Media sector)

- Assisting to coordinate spontaneous volunteering. For example:

When the Queensland floods happened. We provided volunteering opportunities to staff anyway, but when the really bad floods happened, essentially, we set up a 24-hour call centre to help allocate people who had skills to help the people up in Queensland. We were rostered on to take all sorts of calls from tradies and other people who were needed to help respond to the Queensland flood victims. (Finance sector)

- Making product and service donations. For example:

Where our products might be of use in supporting relief efforts, then we might be providing product donations. Where our products might not be of use or where there's great need and financial resources to support relief efforts and, potentially, the use of our employee's time and expertise to be more directly involved in the management or support of relief efforts. (Pharmaceutical sector)

We'll do things like, if they've lost a service, we'll provide the phone, but not just the phone but also a pre-paid SIM and we'll have some dollar value available that the person can then use to contact loved ones. Obviously, they would need to contact government, it's a range of benefits, insurance companies and those kinds of things. Things like that we've done in the past. (Infrastructure sector)

- Providing specialist equipment and expertise. For example:

Police needed to go out and do some inspections of homes where a lot of people had unfortunately died, and they needed hard hats, gloves and overalls. Organisations that is their job to have all of these things. We were able to pull out and give those. We have a lot of the equipment, machinery that we also use to assist with the community on the recovery side. Water tankers, fire hoses. There are so many things we bring out including expertise. (Infrastructure sector)

- Collaborating to ensure provision of necessities. For example:

So, we have a plan, I'm talking about north Queensland, where we have particular sets of disaster containers that are ready to go that are stretched throughout the coast. They have critical needs – water, baby food, nappies and those sorts of things as well as other dry foods that we can quickly get into the community or we can quickly re-distribute to different areas where our network is. It is about getting that food supply back. It's not necessarily about having (we sell all sorts of different kinds of sausages) every type of sausage, it's about having an offer of protein, an offer of dairy, just to keep the community moving. We look at



tonnage and how we can potentially move that tonnage in the particular environment. If we lose road freight, we have a number of ways... Our objective is to get the community back to normality and we've learnt that, as soon as we've restored things very quickly, what we can charge for food, it takes a lot of the pressure off services to get back to what they need to be focussed on. (Food and Grocery sector)

- Providing flexibility to customers to be responsive to their needs. For example:

So, historically, our response is really to communicate to our customers. We put in place a number of measures for our customers, which is a financial product, to utilise. For example, we're going to waive their fees or we're going to, kind of, put a hiatus on their repayment structure or restructure their loan, or banking facility. So, for us, being able to support that financial element for our customers is quite important. (Finance sector)

- Providing facilities for evacuation, recovery centres and accommodation. For example:

We're providing resources for local emergency services to use, office space, land space, so they can help coordinate their response. I believe we are helping out the community to help rebuild some infrastructure and stuff where we can. (Construction sector)

Recognising that 1) – we are a hub of the community and 2) – we are a business as well. For clubs that aren't immediately affected, it's really supporting them in terms of what do you need as support for the disaster areas. For example, Cowboys, the Leagues in Townsville rallied all their troops to get out and support a community organisation up there. They provided the base for them to be deployed. They fed people; they really were a hub of the community. (Retail sector)

- Taking leadership and coordination roles in recovery. For example:

Our responsibility: we would see it as about supporting our community and network to be involved in the recovery process to the extent where we will go in and organise, we'll actually bring various parts of the community together, community groups, local government, state government. In some cases, we will actually facilitate those forums ourselves to ensure that we've got good plans and coordination around the recovery program. (Finance sector)

- Assisting to provide recovery information to community members. For example:

If the government was to announce an emergency funding package or those sorts of things, then we can actually link to those through our banking app. Even at the moment, NSW government has a number of rebates on tolls, or rego and things like that, childcare – in our app, if we know that you're in NSW then we can also highlight if you may be eligible for all these things and then link people to the primary source of information. (Finance sector)

- Providing priority in their service provision to emergency management organisations. For example:

One of our key focusses is that we prioritise emergency services. Amongst our clients, we prioritise emergency services and community organisations in times of disaster. (Sales and Marketing sector)

- Assisting in reconstruction activities. For example:

Pretty much we're normally engaged by our clients – government authorities or Main Roads – to come in once a disaster has occurred, identify the damage and prepare the funding applications to go back to government to gain recovery funding. (Construction sector)

Some respondents were keen to be involved but were unsure how to best engage. For example:



I'm not going to say we're good in that space. This is probably the one we would like to be in but we haven't found the right vehicle. For me, what we have done in recovery, as I said, we've done some fundraisers to get money to the Red Cross etc. but that feels like it's still in the response phase rather than recovery. We have not had the ability yet to really get a structured approach in that recovery space. I just haven't found anyone with a very solid and structured approach to it. (Food and Grocery sector.

Motivation for involvement

Motivations were similar to those articulated by respondents for involvement before and during disasters. Respondents stated that their businesses motivations included:

- Keeping their staff and customers safe. For example:

I guess it's making sure that we're looking after our customers well. It's important that we look after them so they don't fall into financial distress and then it becomes a revolving cycle to get out of that hardship. I think, for us, it's important that, firstly, we acknowledge the situation and then put measures in place that's available for them. It's really up to customers to go "Yeh, I feel like I need to tap into this for a period of time, so I don't fall into that cycle of financial stress". (Finance sector)

- Maintaining market share. For example:

From a service continuity point it's a matter that we work in a fiercely competitive environment, if we're not able to provide service then people will quickly walk away and chose another supplier. (Infrastructure sector)

- Service to the community as a core part of their brand and values. For example:

If you think about our company particularly, the purpose is to build a strong sustainable, strong, capable community, and so the model itself is a community development model and so, it completely fits within the purpose of our organisation to be involved in ensuring communities are strong, robust, sustainable and that's in times when there's no emergencies and that's particularly the case when there are times of emergency. (Finance sector)

- Ensuring prosperity of economies that businesses rely on. For example:

It's the obligation to the community. Obviously, for our retailers, that's our customer base as well. We won't try and pretend that there's not that part of it, but it is an obligation to the community. We've based our brand, reputation and integrity on the fact that we work with the communities and where they're for the community, as much as we're a business and we need to do the things that businesses do around profit. We also provide a huge number of jobs in the community and services that are needed. It is probably the obligation and a desire to look after the community that we're operating in. (Retail sector)

- Building their brand and utilising a socially responsible brand to their advantage. For example:

Essentially, we pride ourselves for being a brand that is seen as socially responsible and can be relied upon. I think that's what the community wants. They want to know that the people that they're dealing with are reliable, ethical and can help them out when they need it. (Sales and Marketing sector)

- Opportunities to build staff motivation and satisfaction. For example:

Our employees demand it. We know it's the right thing that needs to be done... Our employees, the way we approach certain disasters, has an impact on how our employees



*perceive us and work with us. That action is, sometimes, in their eyes, a strength.
(Pharmaceutical sector)*

For a small number of respondents, involvement of their business represented a business opportunity.

Perception of the role of community organisation, government and other businesses during disasters

Community organisations

Respondents believed that community organisations had a very strong and valuable role in the recovery phase of a disaster. It was recognised that there is a wide variety of different community organisations with a diversity of capabilities:

The not-for-profits are really about whatever their aim is, whatever their purpose is and to enable that as soon as possible and then to get that community back up as fast as it can without drawing unnecessary resources away from government or wherever else. For a particular not-for-profit it's really about looking to their purpose and helping. There're some great ones out there that really do it pretty well. (Food and Grocery sector)

Most often, respondents thought the role of community organisations involved providing on-the-ground relief services to communities which included providing emotional, mental health and wellbeing support; emergency catering; logistics; material aid; local knowledge and connections and looking after vulnerable people. For example:

The first thing that jumps to mind is around the relief provision – gaining funding and being on the ground to assist in the case of disaster coming through – if they can – or if they can even get into the area. Generally, most of what you see comes from that post-disaster relief part. I guess, when you think about that, obviously there's a lot of planning that goes into place to ensure that they are ready, if something was to happen, around stockpiling of donations and making sure they can fund the right resources for when something does happen. (Retail sector)

Then I think they also play a role in picking up those less fortunate in our community that perhaps don't have the means to have either insurance or alternative accommodation or family that they can go and stay with if their house has flooded or burnt down or whatever else. (Manufacturing sector)

Respondents thought that the role of community organisations after disaster most typified the Australian culture of supporting others in need. For example:

I think there's a unique aspect to the Australian culture. I'm thinking back to the gas crisis and the Queensland floods where, essentially, 'when the going gets tough, the tough get going' and there's something that happens in the Australian community where everybody is prepared to down tools and help. It was stunning the number of people who were willing to give up their work and redirect it to help rebuild and clean up. (Finance sector)

To ensure that efforts of community organisations were effective, respondents strongly believed that community organisations needed to be coordinated. One respondent said:

I think not tripping over each other, to be honest, is a really big thing. ... having a central coordination source that ensures that there is efficiency and effectiveness. It's not a competitive space, it's a doing space. It's about making sure that everyone is doing their role. There is a



central coordination point, it is about working together and doing things as cost- effectively as possible. It's not about everybody losing money. (Food and Grocery sector)

A small number of respondents were not sure what role the community sector played or could play in disaster recovery.

Government

Respondents again thought that government needed to take a lead and a coordinating role in disaster recovery after an event. A large part of this role was seen to be providing funding to communities, engaging and working with community organisations and businesses, providing recovery information to communities, coordination of reconstruction and learning lessons so systems can be improved for the next disaster. For example:

If we're talking about community disaster, I think their role becomes much more than just legislative, it becomes a leadership responsibility in terms of providing the services, to the provider of emergency response services ... and certainly some leadership of helping communities recover from community-based disasters. I think there are kind of two different answers to that. Hands on to where they sort of need to be, so hands off where companies have their own resources and should be doing their own stuff. (Retail sector)

It's about continuing to provide services and additional services and support for communities that are disrupted, I would think. Providing an environment that allows business support, not-for-profits to operate. Obviously, it depends on the disaster but, obviously, some level of coordination and communication to keep things going. (Pharmaceutical sector)

It was expected that the distribution of funding is streamlined and provided to deliver effective outcomes. In doing so, governments should avoid creating moral hazards.

Other businesses

Most respondents thought the role of businesses after an event was again twofold: firstly, to restore their own operations and secondly, to be involved in disaster recovery if they had relevant capabilities to contribute. Capabilities would include allowing staff to assist through volunteering, raising funds, donating goods, providing service delivery flexibility, bringing their practical expertise and experience and conducting business in line with the needs of the community. Capabilities could be delivered directly, through community organisations or in collaboration with other businesses.

Restoration of business operations was seen to be critical to ensure that vital supply chains recommenced, people could return to their employment and local economies could commence recovery. There was an expectation that businesses would have their own business continuity planning to ensure their operations could be quickly restored. Respondents noted that small local businesses were vulnerable to disaster impacts whilst large businesses had geographical diversity and could bring resources in from elsewhere. Small business, though, was still seen as needing to contribute and often was observed taking a leading role. For example:

I think the obvious ones where you've got big online corporates that provide vital services to businesses. The obvious ones that stand out are telecommunications, banks; that internally need to make sure that they have strong resilience and availability to services, because the last thing you want to happen is a disaster has struck and those services aren't available that people rely on, it could be life or death. If I can't make my phone call when I need an ambulance and something's happening, then it's not a good outcome. If the petrol dries up in Australia then we're really screwed. So, I think the larger corporates, I like to dub them the critical infrastructure



of Australia, they need to look at the results and make sure they have really strong resilience and available processes to that and redundancies in place because it's not going to look good for that. Particularly on the bottom line but also from a corporate goodwill and reputation perspective. They would just be screwed. (Digital Media sector)

Providing support for communities was seen as discretionary and dependent on capability and type of business. Roles and responsibilities were informal and not usually defined. For respondents who saw a role in supporting communities, motivations included: contributing back to communities and the community orientation of businesses. Some respondents saw that looking after communities was a core Australian value and hence an obligation to support. For example:

I think it's obviously discretionary. For many operations it makes business sense to be actively supporting and maybe for some other business models it might not be. If the question is "Should they?", then the answer is "In most cases, yes". (Pharmaceutical sector)

I think, again to engage that support that goes back to support, it goes back to information sharing. I think, and I said this before, in emergency management, there is no competitive edge. It is about corporate and social responsibility; it's how you, what I call, do the true Australian thing and help a neighbour out — and I think that the role of all business, whether it be big business, small business, is about doing the right thing in emergency situations to ensure that you get this recovery in communities and lives go back to what we call 'as good as it can be, or as normal as what we can make it'. We may not make exactly as what it was before the emergency, however, we try to get it back to some sort of normality. (Infrastructure sector)

There was an expectation that businesses would not attempt to profit from disasters and that their business models need to be flexible to adapt to the needs of the community to ensure no further harm as a consequence of other obligations (for example a mortgage contract). For example:

If it's a business – donating goods and services or discounting them. Not profiteering. I've seen that done in other countries around the world where to buy a slab of water is suddenly \$50. I would like to hope that private companies or businesses support the overall goal of the response by collaborating collegially, offering up what they can and not profiteering. (Food and Grocery sector)

Though most respondents recognised that delivery of profits to shareholders was an important aspect of their business's purpose, it was not the sole objective of their business. Rather, the purpose of a business was seen to be more complex in serving multiple objectives. Social responsibility was said to be a demand of customers, employees and external stakeholders by many respondents. For example:

There are lots of factors that are driving the way we do business and the way that we compliment our business with other activities. External stakeholders are demanding it. NGOs are demanding it. Some investors are demanding it. Things like social licence to operate are becoming more and more critical to the younger generation and I think that the obligation to, where governments aren't perhaps delivering on their role, businesses, somewhat, have been asked to pick up the pieces. I think they're capable of doing that. There's obviously got to be a sensible approach. That's usually what we try to do. (Pharmaceutical sector)

There was recognition, though, that the ability to provide support to communities and act in a socially responsible manner is dependent upon the ability of a company to afford to do so by making profits: a balance between profit-making and investing in communities. For example:

I think, the reason you make a profit is that you can, then, go "You know what – we're making a profit and we'll keep operating our flights but when the fire brigade needs 100 seats, to go and



fight a fire in Stradbroke Island, we can do that". I think it's very much a hand-in-glove sort of approach. (Transport sector)

My view is that, of course companies need to make profit, but my view is that they'd be foolish not to help communities. For a company like ours our philosophy is about living and working together for the betterment of everybody. So, if your company has a philosophy that's really about being part of a wider community and contributing to that community in a positive way, profit can still fit into that picture. It's appropriate that it does where you are a profit-making organisation, but you've got to be able to do that ethically and responsibly and that's, pretty much, just a base. It's not something we really think about here. It's just the way we do things. (Sales and Marketing sector)

Role of peak and membership organisations

Respondents saw that peak and membership organisations had an important role to provide information, expertise, knowledge, networks and guidance to their members. Respondents said:

They have a lot of expertise that they can draw on. And in an emergency or in the recovery phase, expertise and networks are absolutely critical. (Infrastructure sector)

Our main role, really, is in supporting our members and preparing for disasters. In Queensland, we are obviously aware, we've had fairly significant disasters over the years that our organisation has existed so we have a lot experience in knowing how these things can play out. So as a consequence we are very focused on making sure that our members in the accommodation or the transport sector have access to resources that allow them to prepare for those interruptions to business. (Tourism sector)

Some thought they could also act in an industry coordination capacity to support wider community disaster management efforts. For example:

Peak and membership bodies can put out a call out for resources – but unless they are coordinated, they may not deliver intended benefits. (Construction sector)

Peak bodies have a role in developing the planning frameworks to coordinate involvement – best then to allow individual companies to operate within the framework – peak bodies could assist by coordinating media management during events to provide industry response. (Waste Management sector)

Peak and membership organisations can also advocate and influence on behalf of their members for improved disaster management policies.



Collaboration

Collaboration with government

The levels of collaboration between government and businesses in disaster management were seen to be mixed. Some respondents reported that their business had collaborated with government whilst others had not. Where there had been collaboration there was said to be a strong degree of trust between businesses and government. In many cases, collaboration was in a pro-bono capacity whilst, for a few, collaboration was directed by commercial terms. In some instances, businesses had a pre-existing supplier relationship with government.

In some areas of government services, collaborations over time have become a must. For example, government has reduced the scale of engineering expertise that resides inside government, requiring it to establish commercial arrangements with engineering businesses. One respondent said:

So, what's happened in the last 40 years is engineers no longer reside in government. They reside in commercial and industry purposes. That means there's no magic capabilities in there that can respond to disasters. That means you've got to have some arrangement to have these businesses able to respond so hence that talk about procurement, that deserves maybe a register and that sort of stuff. (Construction sector)

Collaborations included working together to develop disaster resilience policies, involvement in scenario exercises and planning and contributing to disaster recovery. Respondents spoke of the following examples:

There were lots of areas that were cut off. We have a good relationship with government and defence, so we were actually able to secure C-17 flights – 90 tons of product into Townsville by a bipartisan approach so that it was not one organisation. We basically led the relationship, led the conversation, secured the aircraft, worked with defence and paid for the aircraft. (Food and Grocery sector)

There needs to be, obviously, professional distance there. A lot of these things, as you know, are built on relationships. Trust is certainly built on that and that happens at a local level. I'm in Perth but, at my level, I'll speak to the divisional superintendent of both DFES and police. It shouldn't rely on personal connections or history but, when that just happens to be, then obviously that trust is increased. think if you remove that, based on the professional relationship and the fact that we're all trying to achieve the same thing, which is community preparedness. When stuff does happen, all getting in together and responding as one community – the intent is there. It doesn't take away the fact that stuff happens and there are rub points and, at times, there can be robust challenge but that's really important, as you do prepare and respond, that the status quo isn't just being allowed to roll if it's not the right thing to do or risk shifting, or whatever. (Resources sector)

Only some businesses had been involved in government-led disaster planning or exercising. Those that had often had collaborations with emergency management committees, information sharing forums or had direct connections to local emergency services.

A small number of businesses had been involved in the Australian Government's Trusted Information Sharing Networks, which are the primary means of the Commonwealth Government to engage businesses in information sharing and critical infrastructure resilience. Respondents expressed that forums were worthwhile as they facilitated collaboration between businesses, which was often extended to working together during disasters to ensure continuity of critical service delivery. They also provided



opportunities to raise issues with government. The networks, though, were viewed as siloed and required the ability to share and collaborate more between different sectors.

Some respondents noted they would like to be engaged earlier or to collaborate more. For example:

I would love more collaboration. Then you go “Will the business turn up?” Well, absolutely. If we ever get an invitation to any of these things, the business absolutely turns up and commits senior thinking to it as well – not delegated to a junior person. We give a manager to provide quick and, hopefully, comprehensive help for any sort of analysis. Do we get invited? Yes, but not consistently. And, would we support it? Absolutely. (Transport sector)

Yeah, so as a sector group we have been over the last couple of years, beating that drum to say we would like to be involved and because we don’t have a natural state-based infrastructure connection, to try and build those connections. We’ve just recently participated in the NSW Exercise Derubbin, which is a Hawkesbury area flooding. Think we’ve had a recent one in Melbourne, which I wasn’t a part of, we were at least invited and tried to get a representative to. We actually prioritised it, because we actually really want to go to those things. (Finance sector)

Collaboration with community organisations

Some, though not all, respondents said that they had collaborated with community organisations in disaster management. There was said to be a strong degree of trust between businesses and community organisations.

Most collaboration was undertaken with large charity partners with which the respondent’s business already had pre-existing relationships, some of which were covered by sponsorship agreements. These charity partners tended to be larger, not-for-profit organisations with nationwide presence. For example:

I’ve got contacts at the [Large Not-for-profit] if a disaster were to present itself, we would work with them to see how our employees, or how we as an organisation, can give – both in time and financially. It’s probably on an ‘as needs’ basis, rather than an ongoing basis. (Pharmaceutical sector)

A key reason for partnering was the recognition that community organisations had stronger capabilities to support communities. For example:

We will only ever partner with someone to support a relief effort rather than do it ourselves, because we’re not experts at disaster relief or disaster management. (Pharmaceutical sector)

Often businesses volunteered with organisations, provided donations or conducted fundraising on their behalf. In a few instances, the community organisation provided services to a business: for example, by providing catering support. For example:

It’s just, as a whole donation side of things and volunteering our services to help run their services kind of thing but not getting involved in their board or anything like that. (Digital Marketing sector)

A few respondents thought that collaboration could be improved through enhanced coordination of various community organisations. For example:

There is a lot of people wanting to do good. It is often well intentioned but is all over the place and not coordinated. It’s probably where organisations should play and support community organisations at a time of disaster to make the most sense – because there is a lot of them. I don’t know whether a government at the time of a disaster can try to control community organisations generally. I think they point to a particular cause if they can. (Finance sector)



Collaboration with other businesses

Most respondents said that their business had collaborated with other businesses in disaster management, although collaboration depended on the nature of the disaster and what community needs were.

Collaboration was not necessarily dependent on pre-established relationships, but respondents certainly viewed maintenance of strong pre-existing relationships as advantageous. For example:

These things, you know you can put certain things in place, but it relies on the willingness of people, the sincerity of people, ready to want to work together, and that has something to be renewed constantly, you have to kind of re-establish and maintain these relationships, lots of things go wrong but even so, relationship management is really important and the more you have a personal connection with people, the more likely you are to respond effectively when a response is required. (Resources sector)

Respondents believed that times of disaster were not times to compete but rather to collaborate for the benefit of communities. In many cases, collaboration occurs day to day as businesses operate as part of a wider supply chain. In other instances, collaboration occurs by necessity to meet the growing demands for certain services (e.g., waste management) by customers following a disaster. Collaboration can be based on goodwill or governed by commercial terms. For example:

Yes. Obviously one day we're competitors and the next we're partners, and sometimes at the same time. It makes it a very interesting relationship. Ultimately that's it in the commercial space. When it comes to security and emergency management, there are no trade secrets and it's all about people. Therefore, it makes a really easy conversation to have.

Sometimes there's some nuances when you're asking for sharing of resources and the like. Normally it will be a goodwill situation. (Resources sector)

I think when you look at the situation – I've been able to do the best for our customers, it's best for the next customer and the next customer as well. It's not about 'one up' at this point. Actually, the more support the better, in many instances. If we can help from our end and someone else can help from the other end, that's just helping that one person more wholly than before. As soon as we can get a customer out of survival state back to getting themselves back on track, the better for all involved. This is the time for actually pulling together to work together for the benefit of all in the long run. (Finance sector)

I can honestly say, in business we're absolute fierce competitors. No doubt in my mind and I can give you 100 examples of that. In emergency management scenarios, we are partners. We live and operate our plan in close proximity of communities and there are dependencies. So again, in emergency management, we are all partners. That's partners with government, agencies, communities and partners with other industry. (Infrastructure sector)

Some organisations have formalised their collaborations through memorandums of understanding. For example, electricity distributors have memorandums of understanding to provide mutual aid when they require surge capacity to restore network infrastructure. In other instances, collaborative committees have been established to aid collaboration, exercising and information exchange, particularly in the infrastructure sector.

Several respondents expressed concern that competition regulation was a barrier to business collaborating during disasters. For example:

The challenge we have is that we don't actually communicate with our competitors at all because of competition regulations and all those sorts of things. We're actually not allowed to. We can't



communicate with them. Then, when something happens, like even if I talk about this saying “We’ve got the aircraft together”, we operate in very different spheres of communication, knowledge, timeframes and scale. Then, in an emergency to try and get things working is very, very hard because you operate totally differently and you, then, try to find a way of working in a very short amount of time. We can’t have those conversations unfortunately because it just opens it up to too much other risk around other components of competition law and all those sorts of things. (Food and Grocery sector)

Strengths, barriers, opportunities and risks

Strengths

Respondents identified the following strengths of business involvement in disaster management:

- Prior experience in response and recovery. For example:

We’ve been involved in a lot of... from our New Zealand earthquake involvement to flooding to fires. We’ve been across a lot of it. I think that’s a strength that we’ve got learned experience to provide back. (Retail sector)

- Vast logistical capabilities and knowledge of supply chains. For example:

Our key strength is our network and our ability to solve and move mass tonnage through different means. We have a road and freight network, but our team is very adaptable and will come up with air freight concepts, sea freight concepts, using different states to be able to supply different routes and avenues. If we’re despatching from, say, Brisbane, they’ll send vehicles via several different means to meet an objective. So, our strength has always been our logistics network. The size of it, the scale of it, and the people that work in it and their problem-solving ability, is probably our biggest strength. (Food and Grocery sector)

We move a lot of stuff around the country every day. We have a high level of expertise in moving product efficiently and effectively. That’s one. Secondly, we have great insights into Australia’s supply chain. We know what a cucumber picked in Leighton, how it could end up in Cairns for example. We have great insight into how they all work. They’re probably the two main strengths. That we move a lot of stuff and we know how supply chains work. (Food and Grocery sector)

- Relevant resources such as plant and equipment and trained personnel. For example:

We do have quite a large resource pool and highly developed systems to be able to support our own people and, through that, being able to support the wider community. (Infrastructure sector)

We have over 500 people on a rotating roster who are trained in the Australasian Interagency Incident and Management System. Our framework is aligned to that. It allows us to interact and have an inter-operable arrangement with local Australian response agencies. I would say, a fairly robust training and capability development program and it also talks about leadership. That means that we regularly practice with, or acknowledging, local response organisations and external capabilities. (Resources sector)

Then there’s the resourcing piece. We have resources that cut across the whole supply chain when it comes to offshore requirements, which includes aviation, marine and also a very well-oiled machine when it comes to distribution. So, whether that can be through freight or



whatever because of the fact that we're moving so much equipment, both domestically and offshore. (Resources sector)

- Extensive and trusted networks nationwide. Such networks enable resources to be collected from outside the impacted region and provided to support. For example:

Our network also provides the opportunity to do fundraising quite quickly and broadly. If you're a business that's within an affected area, then you are really leaning on people that are in the affected area so it's difficult to fundraise from the very people that need the money. With our network being so broad, a national fundraising scheme sounds very simple – the sausage sizzle. It raised a lot of money and across huge areas. I think that's probably true, first and foremost, being the diversity and the learned experience but, secondly, that network brings across the additional functions. (Retail sector)

Large organisations are spread nationally with extensive networks across communities – we have vast capability to volunteer in recovery – I guess the next piece is the ability, as a large organisation spread across the country, to mobilise our staff. In parts we have a body of opportunities to volunteer in the recovery side of things – to go out on the ground and help with the Black Saturday kind of bushfires in Victoria. (Finance sector)

- Collaborative approach where businesses are used to collaborating and partnering. For example:

I think the collaboration of a number of big groups together or any groups together is that different groups are going to impact people differently and they've all got information around how people respond in natural disasters. (Finance sector)

- Diversity of capability and specialist expertise. For example:

When you're talking about the size and management of the organisation, there's also the skill set that comes with that. I joke in with my team, if we are trying to do something that is outside of our realm, you know, data, trying to make HR data work for us – you know, it's like, don't try and do something yourself like an amateur, go and find a person in the business who has it as a day job, who is in the organisation who has it as a day job, so let's go and leverage that capacity. I'm constantly surprised about what is available to the organisation. (Finance sector)

We live and breathe waste and management. So, we're experts in the field. The strengths would be assets, people and the coverage I think would be the key thing. So, we being across the country at different locations, we've got different assets for landfills and recoveries etc. (Waste Management sector)

- Flexibility, scalability and adaptation. For example:

Depending on the seriousness of the event, we will take a posture of prioritising the response. So, if we had a massive bushfire went through and destroyed parts of Canberra, like it did years ago, we would need to put more flights on into Canberra to support that response. Be it for response personnel, cargo, or families wanting to get in or out. We would absolutely adapt our operation depending on the scenarios. But, unfortunately, we can't be all things to all people. (Transport sector)

- Local presence and connections. For example:

We've got local people on the ground, so we typically have ten to a dozen directors and if you go to some of those areas which have really high bushfire risk, there are one or two people who actually volunteer on the CFA etc. So, local knowledge on the ground. (Finance sector)



Barriers

Respondents identified the following barriers to business involvement in disaster management:

- Lack of understanding community needs and of how best to be involved. For example:

I would suggest that most people wouldn't think we should be there. If you say disaster management, that should be left to the professionals. The challenge is how are we relevant to and add value to the process. If indeed there's organisations that are planning and structuring their approach to disasters and how they'll manage, then we would love to be talking with them and asking how can we help. I don't know that there's anyone having those conversations that we can then be part of them. The challenge is being relevant, I think. (Food and Grocery sector)

Probably the barrier is lack of understanding and a lack of knowing about the community and knowing about how to support. (Finance sector)
- Lack of existing relationships or disruption to relationships. For example:

Probably the key barrier is having that interface between local, state and federal government and business. One of the things we've found difficult is being able to get accurate information about, for example, where our local officers are. Being able to get information about what are the broader community plans? If there was a major event – let's say I'm sitting here in Adelaide at the moment. If we were to have an earthquake in Adelaide, where does everybody go? What is the plan for where people would go to? (Sales and Marketing sector)
- Lack of alignment between businesses and government typified by a government-centric approach. For example:

They speak a different language to industry. Industry speak a different language to agencies. The standardisation of approach, using things like 'AIIIMS', that's a common language used across all agencies and some of the industries use that. (Resources sector)

I will cite an example, a personal one. Where I went to a workshop being conducted by the Commonwealth a couple of years ago. A well-meaning police officer in Queensland turned to me and said, what are engineers doing here? (Construction sector)
- Loss of internal support for involvement in disaster management. For example:

There's always the internal "What is the payback?" I think that's the challenge for large organisations – or any organisation – what is the payback? When you identify that there isn't, that's always an internal hurdle. (Food and Grocery sector)

If the CEO or board or executive says "We can't afford that time. That's time away from our main purpose, which is running a company, making a profit, developing strategies. It's not our core reason for being". (Transport sector)
- Commercial resources are finite and there are commercial realities. For example:

Unfortunately, a publicly listed company with huge operating costs, can't just give away free tickets for 1000 people. It's a business reality that has to kick in. (Transport sector)

We're a corporate and at what point do we go, 'look I hate to tell you this, but our primary reason for being is to satisfy shareholders and that means satisfying returns and I don't care what anyone says'. Everyone watches their superannuation balances. We're happy being a corporate citizen in a sense that we work in an environment with the community. But our



reason for being is ultimately for business. The limitation will be how much resource are we prepared to put in that side of the fence. (Manufacturing sector)

- Different emergency management and operating arrangements in different jurisdictions. For example:

I guess you want to make sure that it's a consistent approach, but sometimes a consistent approach might not suit a local community, so there needs to be that wriggle room. It's hard to say who's in charge of what, and especially since you've got different parties in each and all the different jurisdictions who are in charge, it makes it difficult as well, when they've got their own policy and agendas. (Construction sector)

To give you an example: waste in one state gets classified in one particular way and waste in another state gets classified in a different way. Things like asbestos waste is treated differently in each different jurisdiction. Particularly if there's a concern for the people responding for the disaster, they might be treated differently with how it's treated and disposed in each state. (Waste Management sector)

- Concurrent major disasters across Australia can strain resources. For example:

Of course, in the disaster season, it can be you can have fires in NSW, a cyclone in Queensland, floods in Victoria, heatwaves in SA and so on. So, resources can be stretched and be ... all of us only have a limited number of resources available and that tends to be more on the personnel side of having staff to be able to manage disasters appropriately. (Infrastructure sector)

- Lack of sharing of information between businesses. For example:

Companies tend not to share information with other companies and probably should share. I don't see generally any strategic disadvantage on sharing information on safety. Particularly within your industry for example, where like similar organisations should be getting together more in that safety space, sharing their stories, and learning with each other to prevent the other organisation, even their competitors, from suffering the same things, and similarly then we can learn from them. I think everybody, the industry specifically and the public in general, are better off. (Retail sector)

Opportunities

Respondents were consulted about their business's appetite to become more involved in disaster management. Most stated that they thought their business had some appetite to be further involved in disaster management, particularly with supporting communities. Appetite for involvement was context-dependent, driven by the expectations of customers and employees, but dependent on businesses having a suitable role and alignment with company values. Respondents said:

We're always looking for ways to expand how we can assist and support the communities that we're operating in. I think there's always a desire to increase that capacity any way we can. That might be ongoing relief when the disaster's been and then the ongoing impact. (Retail sector)

I think there's always more appetite, but I think we're at that point at the moment where we're just hovering around what is next. What is good enough? What does the community expect? What does the team expect? And those sorts of things. We're probably at that point where we've come a long way and we're now at that point to go – should we, or do we need to, go any further and what does that look like? (Food and Grocery sector)



I reckon there's an appetite for the business to better prepare communities in the event of disasters; whatever that looks like. I think there's an appetite for the business to better prepare communities for mental health resilience. There's an appetite within the business to ensure that our recovery process is much more effective and built on lessons of the past. (Finance sector)

Risks

Some respondents were unable to identify specific risks to being involved in disaster management. Many believed the biggest risk was not to be involved. For example:

There is a risk to not being involved – I think it's an expectation from like a social/ corporate responsibility piece that an organisation such as ours support the community they're involved in. (Finance sector)

There's political risks. Not being involved can become a political risk for us. (Food and Grocery sector)

The expectation is, we've had headlines all week how much CEOs get paid and everything. Whether you agree or disagree, the expectation is that there's a lot of money rumbled around in all these big corporates. Not hard for them to make sure a little bit of that goes back into the community. I think the expectation is, it's not a case of should you, its 'why aren't you' is going to be the question. (Transport sector)

Where respondents were able to identify specific risks, these included:

- Not meeting community expectations. For example:

We've been doing this for a few years. If you look at these last few, we've been successful in this space. The risk is that we get the next one wrong or that the organisation changes what it's committed to and we don't operate in that space, which I can't see happening. But there is a risk there of letting the community down, so to speak, because we've got to this point. There's a risk there. (Food and Grocery sector)

- Not adequately understanding the needs of impacted communities. For example:

I think we can potentially get it wrong in the event. There can be some additional reputational risks and things like that. Unintended generally, but they exist. You don't support the right faction or needs in the area, it can be reputationally problematic. I think most of the time, because people understand the intent is good, I don't think that's a major issue but it certainly can be. (Finance sector)

- Partnering with organisations that were not credible and ensuring donations are effective. For example:

If we were to actively support, we would partner with someone. We would only really partner with an organisation that's creditable and highly reputable. So, a potential risk could be partnering with an organisation that might mismanage. I guess that's probably, for us, a key consideration. (Pharmaceutical sector)

Another challenge is how do you make sure they're doing it effectively? This gets back to coordination at a government level, like if there is an amount of money or effort or whatever flowing from corporate into this space, who is going to make sure it's done well, it's effective and has long term benefits? (Transport sector)



- Work, health and safety: disaster areas can be hazardous and most businesses do not train or equip their staff to operate in areas impacted by disasters. Such risks can be exacerbated if staff have also been personally impacted by the disaster. For example:

I think we're always concerned about wellbeing so we wouldn't put them in the line of fire, so to speak. I guess it's after the fact of the natural disaster. That's where we would be supporting our group to go out and assist. Not necessarily whilst an event is occurring. Our personnel are not experienced in emergency relief— unless they had a fire-fighter kind of experience under their belt and that's what they also did on the side. (Finance sector)

- Undermining of local businesses and reducing the speed of local economic recovery. For example:

Each region needs to rebuild itself and one of the issues that we're finding coming out of the floods that are here (and it happens all the time) we find the insurance companies are very quick to provide builders and out-of-town people. When you look at regional areas, part of that recovery, mentally and emotionally, is getting people back into normal. That means getting people work. You can economically lift the community and lift the area by giving locals the work. (Construction sector)

- Lack of professional indemnity insurance cover. For example:

One issue was in relation to professional indemnity and they couldn't get the professional indemnity insurance from Australia to go over there. (Construction sector)

Enhancing business involvement

Respondents were consulted regarding ways in which their involvement in disaster management could be better supported. Ideas raised included:

- For emergency management organisations to invite businesses to collaborate. For example:

I think it's a case of reaching out. We're big enough and ugly enough to say that's a fit for us or it isn't. You know, I think we can add value in some areas. Not all areas. (Food and Grocery sector)

So, we don't actively go out and seek collaboration with disaster recovery organisations. Quite frankly we don't need to. They're not in our target audience for customers. We're not selling to RFS, we don't sell rafts for SES. However, if they identify that we have skillset products or whatever else that may assist them, then I see no reason why we wouldn't collaborate with them. (Manufacturing sector)

- To proactively enhance relationships and networks between businesses, government and community organisations. This would include regular dialogue and discussion, participation in joint forums and scenario exercises and proactively sharing information. For example:

I guess it's just establishing points of contact, understanding needs, having an open dialogue, knowing where to go in the event that a situation might arise. I think it's probably creating awareness. All those effects could be useful. I guess the relevant individuals in the organisation might be identified as key points of contact, where government agencies or departments might be involved in the emergency response. (Pharmaceutical sector)

Really, I suppose, state governments could host more forums on this issue as a specific issue and invite business across the board. You'd have to do it on a practical level. You'd need to do it regionally to be able to host the sorts of events I'm thinking about. What I'm thinking is



local and state governments could certainly be hosting forums that inform local businesses more about what the broader community plans are. We can then work in with that. (Sales and Marketing sector)

If I could get a solution though, if you were to say 'okay we have fires in Northern NSW etc, we'll hold an industry collaboration call at x-time, be at all different types of industries, you can join, this is what we've seen, this is what we're having, what can you do to help us?' Even that would be a significant improvement. Because there might be problems that we're just not aware of. Similarly, too, there are responses that we can provide or capabilities that government are not aware of. I understand that that diverts resources, time and effort from first responders, but you know, if there was a balance you could have to do that, I think we would find a quick synergy. (Finance sector)

Being in that recovery phase, calling the key industry groups together and saying this is what we need, who's going to do this, who's going to do that. (Food and Grocery sector)

- A national model for engagement between government and businesses including designated industry coordination points in each jurisdiction. For example:

I do believe at the end of the day, I think we need to eventually come up with a better national model not a state model. That we need to ensure that we have a better national model, a national way of doing things, versus a state way of doing things; I think it needs to be a bit more mature in that space. (Infrastructure sector)

One of the things I'd really like to see is a model where you have something like NSW Telco operator in every state and territory where they have a broader coordination role with comms suppliers, data suppliers and providers across the country. I think that would be beneficial both to the people who are in the disaster management room and also to those organisations and their abilities to protect their assets and also to recover from disasters. (Infrastructure sector)

- Awareness raising of what capabilities are available. For example:

For government and emergency services who are coordinating a response to those instances – to know who are those organisations that can play to their strengths in certain areas. Like, for a bank, for a telco, etc to be open up their call centres and do that sort of stuff. They are skills that we have. They are resources we can deploy. Knowing you can do that in a hurry. I think planning to engage in the emergency response scenarios so those organisations get practice at understanding what they need to do and what it means to respond is also something worth thinking about. (Finance sector)

- Provide businesses awareness of what problems need to be solved. Businesses believed it was better to pose problems to businesses rather than ask for resources. For example:

Need further engagement about what roles are required to be fulfilled – absolutely, if we knew what we could do to help. (Digital Media sector)

It's really hard to say what we'd be able to offer, unless you give us a problem and we could tell you how we might be able to solve it. Pose the weird and difficult problems that you have as a government organisation or as a response organisation, to the industry, and ask for help and you will be, I think, surprised at the answers that come back. Don't ask us to do things that you do well, yourself. And I don't mean the Government would; ask us to do the things that you don't know how to do, or you grapple with, and we can help find unique or different capabilities to help you solve it. (Finance sector)



- Provide greater awareness of government disaster plans and expectations upon businesses. For example:

Government could engage industry more about its disaster plans: for example, when would it plan to evacuate certain areas – what would the trigger points be. (Resources sector)

- Establish panel arrangements to procure specialist expertise and design these in advance based on known capability gaps. For example:

Probably more front-end involvement with councils where they could engage us earlier. A lot of councils are now going to this where they go out and get a panel of providers for this stuff. They have consultants sitting there waiting to go once they get a disaster. They know what's coming. They can actually engage them without having to go through a tender process (Construction sector).



Online survey results

Role of organisations in disasters

Role in disaster preparedness

A majority of respondents (65%, n=89) believed that their business did not have a role in disaster preparedness. Only 23% (n=31) believed that they had a role, with the remainder being unsure (12%, n=16). Of those that believed they had a role, the most frequent description of their role related to business continuity planning (n=11). Most respondents nominated roles that indicated an internal focus rather than outward community focus. Table 9 provides a list of nominated roles.

Business continuity planning	11
WHS and business resilience advice to business	3
Property maintenance	2
Advising government on emergency management	2
Risk management	2
Stockpiling products	1
Bushfire fuel reduction	1
Supplying essential items	1

TABLE 9: NOMINATED DISASTER PREPAREDNESS ROLE.

Most saw their role in disaster preparedness as a moral obligation (n=8), with a small number (n=3) believing it to be a legal obligation or both a moral and legal obligation (n=1). A further four respondents were unsure. Other respondents (n=2) saw it as being an obligation under their company charter or performed the role when asked to by local government.

Disaster response and recovery

Most (69%, n=90) respondents believed that their organisation did not have a role in disaster response and/or recovery. Only 16% (n=22) of respondents believed their business had a role and 15% were unsure (n=19).

Respondent's most commonly nominated roles relate to assisting communities, assisting emergency services and government and responding to protect their own business. A list of roles nominated is listed in Table 10.

Assisting continuity	6
Assist emergency services and government	5
Respond to protect business	5
Repair infrastructure	1
Financial assistance	1
Other	1

TABLE 10: NOMINATED DISASTER RESPONSE AND RECOVERY ROLE.



Most respondents thought their business had both a legal and moral obligation to be involved (n=9). A further seven respondents believed they had only a moral obligation and two respondents only a legal obligation. Two were unsure. Other respondents (n=2) saw it as being an obligation under their company charter or performed the role when asked to by local government.

Most respondents (66%, n= 86) nominated that their business had not had any experience in assisting communities to respond to or recover from a disaster. Only30% (n=39) said that they had experience and 4% (n=5) were unsure.

Those that had been involved nominated a variety of roles reflecting the capabilities of their organisations:

- Providing advice to clients
- Cleaning up their property
- Providing meals to community members and emergency services
- Working with and providing advice to authorities
- Providing mental health support
- Helping people to relocate
- Assisting with storm damage repairs
- Managing fundraising and appeals
- Providing labour and equipment
- Providing accommodation.

The most frequent reasons nominated for becoming involved in assisting communities to respond or recover from a disaster were: of benefit to their community (n=25) or to provide a critical service or good to enable community functioning (n=19). The frequency of nominated reasons for involvement is summarised in Figure 1.

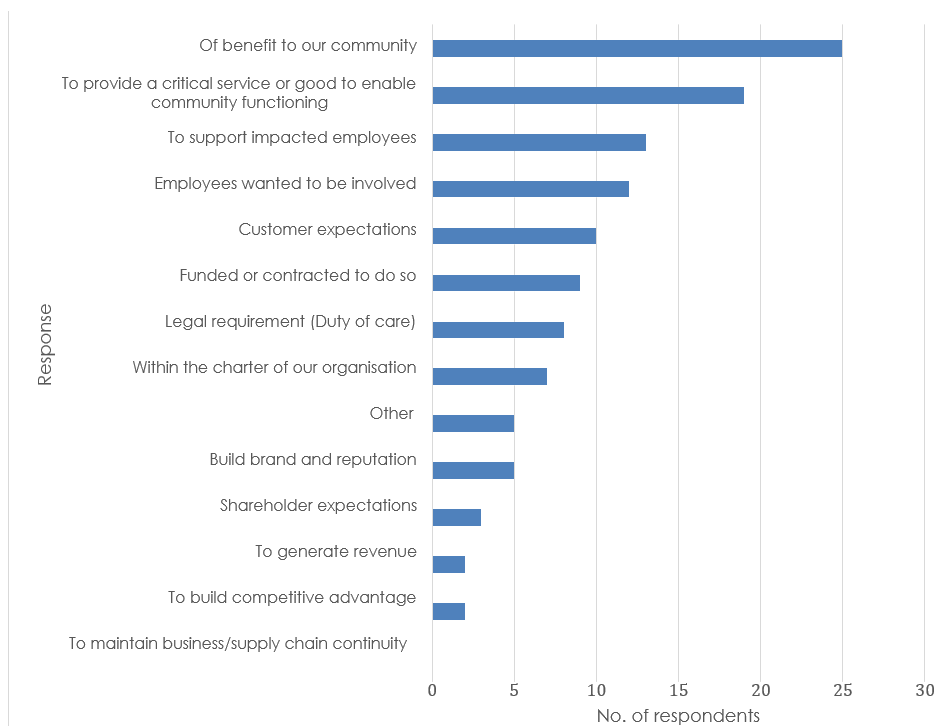


FIGURE 1: REASONS NOMINATED FOR BECOMING INVOLVED IN ASSISTING COMMUNITIES TO RESPOND OR RECOVER FROM A DISASTER.



Collaboration

Some 47% (n=16) of respondents nominated that their involvement had included collaboration with government organisations, whilst 44% (n=15) had not had any such collaboration. A further three respondents were unsure.

Most (71%, n=25) respondents nominated that their involvement had included collaboration with other businesses, whilst 29% (n=10) had not had such collaboration.

Some 60% (n=21) of respondents nominated that their involvement had included collaboration with community organisations, whilst 31% (n=11) had not. A further 9% (n=3) of respondents were unsure.

Collaboration between businesses and community organisations was viewed as being most effective, with collaboration between businesses and government organisations as the weakest, although relatively effective overall. The distribution of scores of respondents' views of the effectiveness of collaboration with different types of partners is shown in Figure 2.

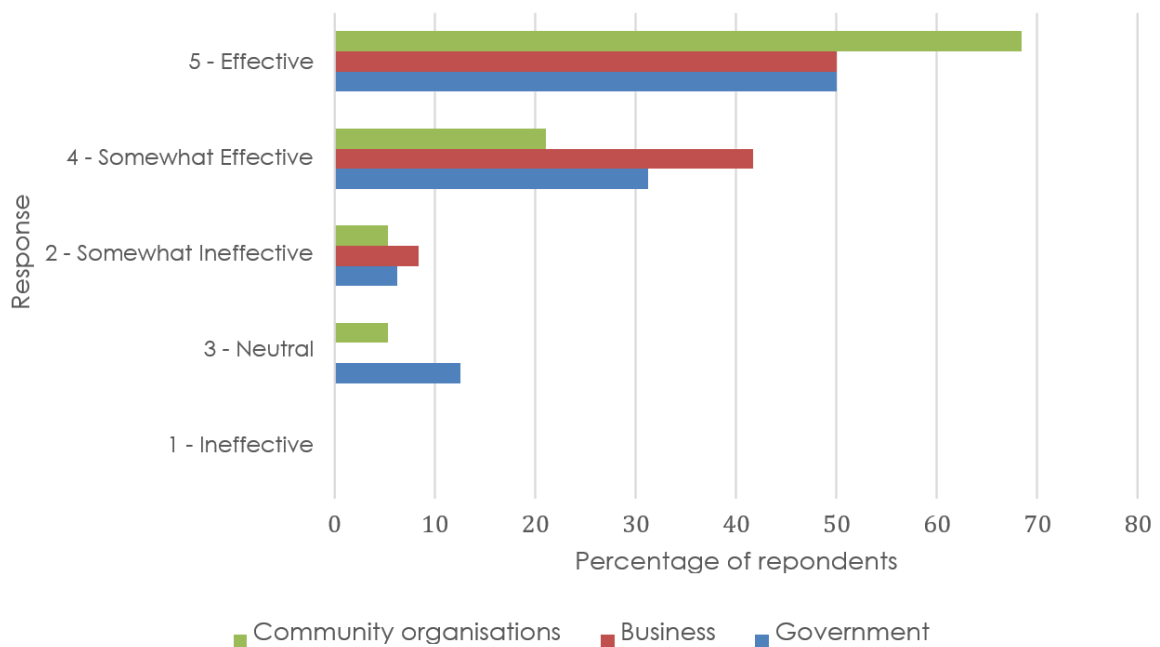


FIGURE 2: EFFECTIVENESS OF COLLABORATION BETWEEN DIFFERENT ORGANISATIONS.

Respondents nominated ways in which collaboration could be improved:

Between business and government:

- Better coordination
- Relationship building
- Developing collective plans
- Government recognising industry capacity and capability
- Enhancing business safety culture
- Open lines of communication
- More trust between government and industry
- Reduction in government silos



Between businesses:

- Improve knowledge of their WHS and emergency management obligations
- Sharing of experiences between businesses
- Communications interoperability
- Shared skill sets
- Improving links to communities
- Improved information on disaster impacts

Between business and community organisations:

- Knowing how to help
- Joint planning and training
- Planning by community organisations
- Improved communications
- Greater recognition of the role of local businesses in collaborating with local community organisations.

Strengths and barriers

Most frequent strengths reported as assisting communities to respond or recover from a disaster were access to local knowledge (n=28), suitable products and services (n=25), flexibility in service delivery (n=24) and understanding of community needs (n=22). The least-nominated strengths were access to global networks (n=2), access to funding and tools with an ability to deploy them (n=7) and access to a large pool of resources available for community benefit (n=9). Responses are shown in Figure 3.

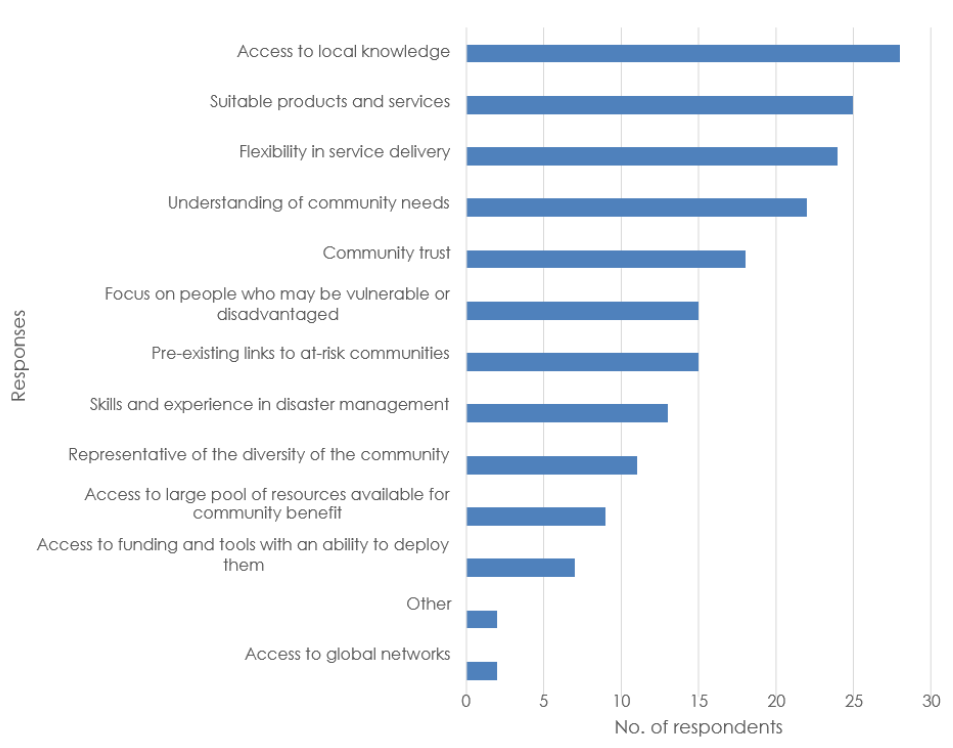


FIGURE 3: STRENGTHS OF BUSINESS INVOLVEMENT IN ASSISTING COMMUNITIES TO RESPOND AND RECOVER FROM A DISASTER.



Most frequent barriers reported as assisting communities to respond and recover from a disaster were lack of capability (n=38), not within charter of our organisation (n=35), lack of relationships with government organisations (n=35) and do not know how to engage (n=31). The least-nominated barriers included competition legislation (n=2) and little appetite to collaborate with other organisations (n=4). Responses are shown in Figure 4. Other barriers nominated by respondents were: not usually included by local government (n=3), financial burden on small business (n=2), lack of knowledge as to how business could assist (n=2), lack of awareness and knowledge (n=1), absence of disaster business recovery plans (n=1) and not in an area at risk of disasters (n=1).

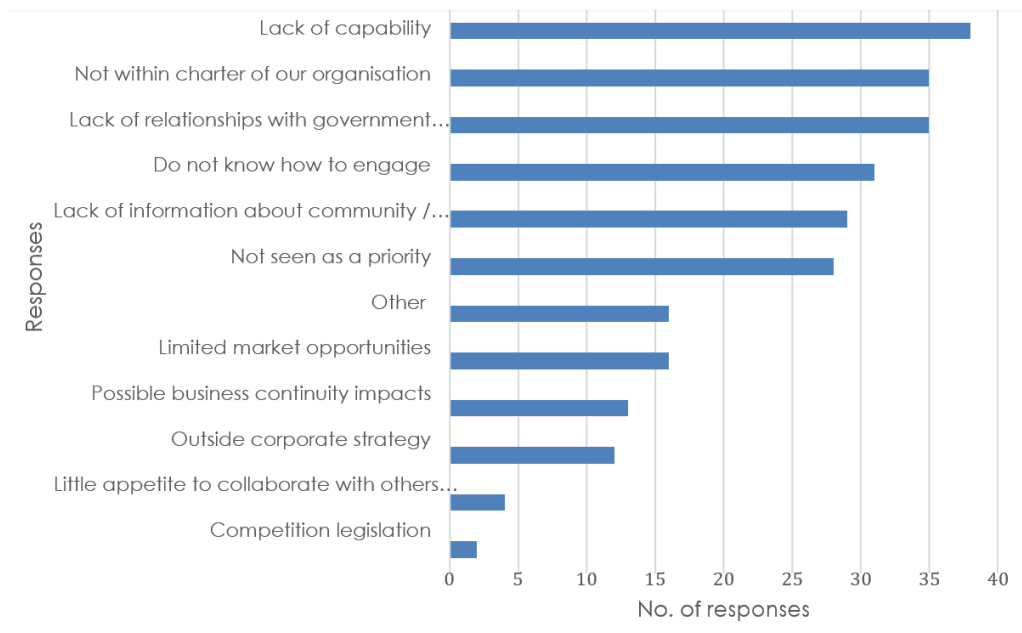


FIGURE 4: BARRIERS NOMINATED IN ASSISTING COMMUNITIES TO RESPOND AND RECOVER FROM A DISASTER.

Respondents most often nominated that their business did not have a very high (7%, n=8) or high (15%, n=18) appetite to become more involved in disaster management. This is further enforced by the number of respondents who nominated that their appetite would be very low (21%, n=25) or low (20%, n=24) (Figure 5). Some that did want to be further involved said:

We would love to be more involved in the immediate and continued disaster help with anything to do with food and drink for volunteers, other staff and victims

Perhaps there is more that I could do: however, being a small retail shop staffed by myself and a casual staff member, I do not have the knowledge or experience in drafting up risk management plans or disaster plans. I do consider myself to be very active in the local community and am always willing to assist in ways that are possible for myself or my business.

I hadn't thought about it previously but would like to be trained or learn how we can be involved if needed.

We believe there will need for heightened engagement between all parties, i.e. is government and private to bring the level of awareness and preparation up to speed.

Those that indicated little appetite to be further involved said:

Where do we find the time and money to do this, when things are already tough for us.

We are too small to involve.

We are a small home-based business so disaster relief is not something we have considered.

I have no idea what sort of help/involvement is required.

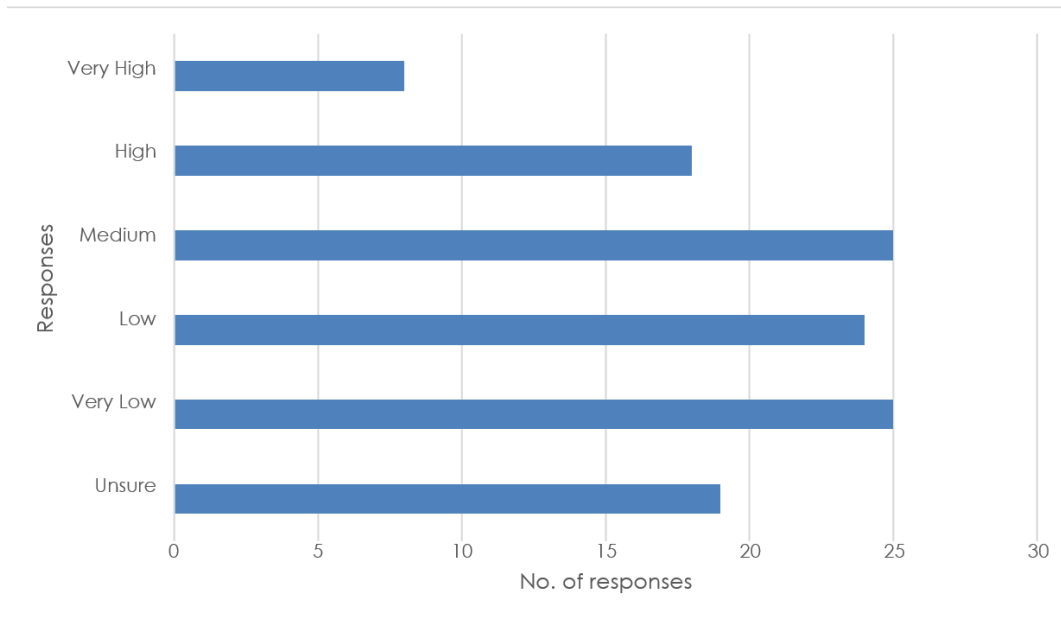


FIGURE 5: APPETITE TO BECOME MORE INVOLVED IN DISASTER MANAGEMENT.

To improve their involvement in disaster management, respondents said their organisations would most need funding (n=27), training (n=23) and facilitation of connections to other organisations (n=23). The least required needs were buy-in by corporate executive (n=3), certainty regarding investment environment (n=3) and growth in market opportunities (n=5).

Organisational preparedness

Organisations have not invested in their readiness for disasters, with only 15% (n=17) of respondents nominating that employees within their organisation had dedicated disaster or crisis management responsibilities. Some 75% (n=86) indicated that no employees had disaster or crisis management responsibilities. A further 10% (n=11) were unsure. Where respondents did nominate that employees in their organisation had dedicated emergency management/crisis management roles, these accountabilities were most often held at the CEO/ Managing Director Level (n=11).

Sixty-one respondents said their organisation had undertaken no internal actions to prepare to assist in response and recovery for disasters. Of those respondents who did nominate preparedness actions, the most frequent were holding or participating in emergency exercises (n=21), building relationships with government emergency management organisations (n=19) and developing a documented plan outlining key actions (n=16) (see Figure 6).

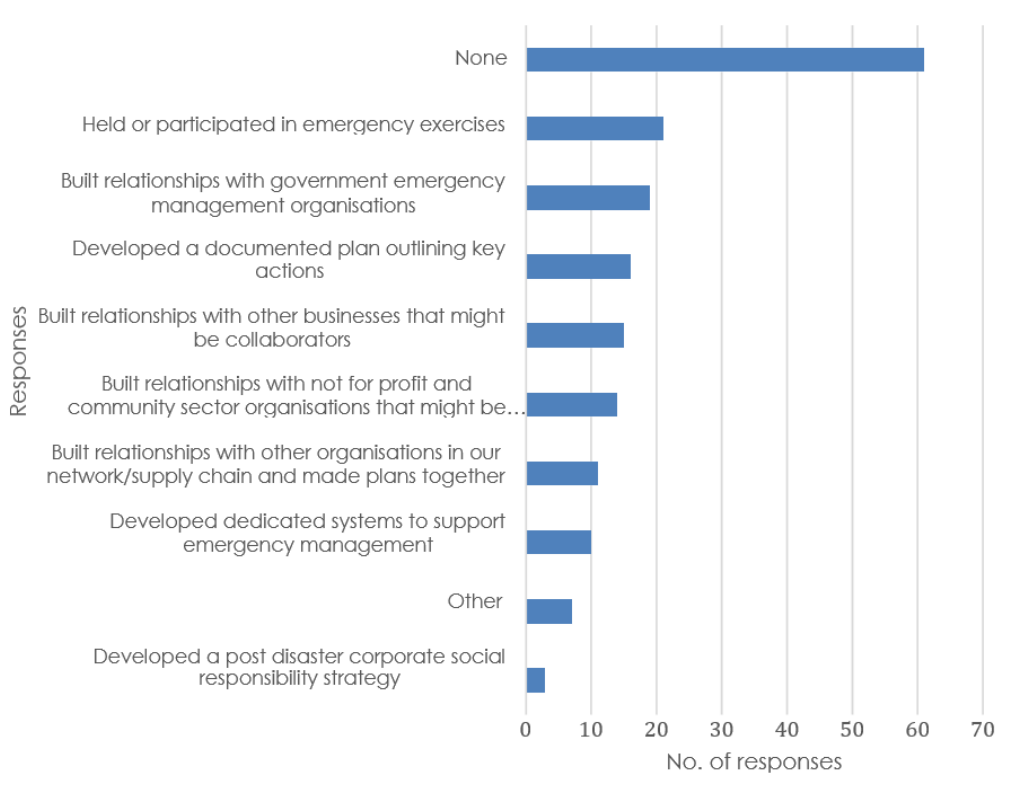


FIGURE 6: INTERNAL ACTIONS UNDERTAKEN TO PREPARE TO ASSIST IN RESPONSE AND RECOVERY FOR DISASTERS.

Most (65% of, n=62) respondents indicated that no staff in their organisations had received training in their disaster or crisis management roles. Responses are shown in Figure 7.

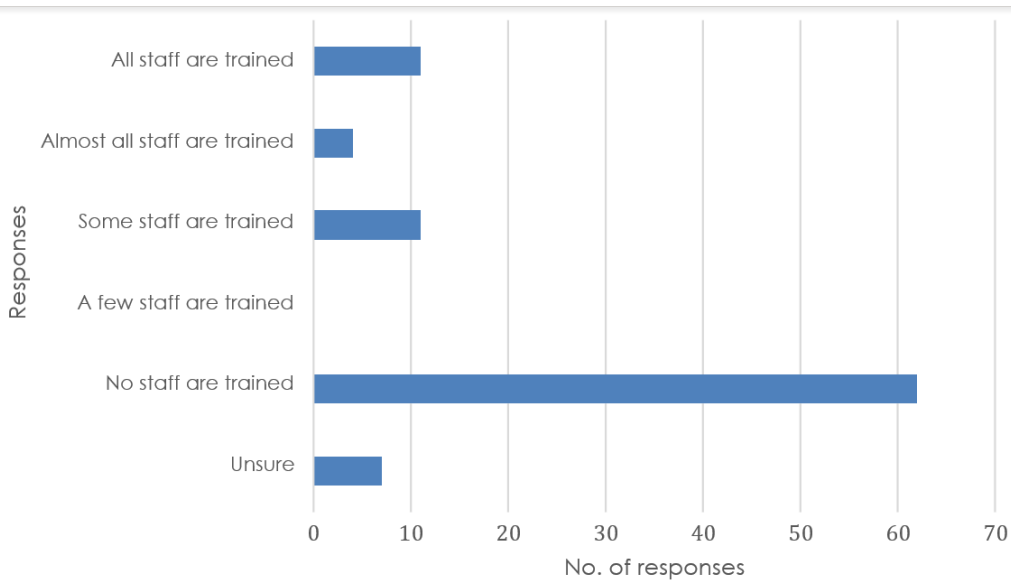


FIGURE 7: STAFF TRAINED IN THEIR DISASTER / CRISIS MANAGEMENT ROLES.



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