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HAZARDSCRC

Whole of Community Approach to Planning and Capability for Catastrophic Disasters

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INTRODUCTION



Darwin 1974

WHOLE-OF-COMMUNITY APPROACH



EMERGENCY MANAGER VIEWS

- See value in engaging more with the business sector
- Existing engagement largely ad-hoc and potential largely untapped
- More could be done to understand business capability and how to engage
- Relationships between businesses and businesses and NFPs and CSOs should be encouraged

BARRIERS TO BUSINESS ENGAGEMENT

- Lack of experience and uncertainty about how best to engage
- Lack of existing relationships
- Capabilities of business not well understood
- Lack of shared values and trust
- Need to comply with procurement policies

BUSINESSES HAVE ALREADY BEEN INVOLVED

- 32% of top AUS & NZ business had reported involvement
- Provided cash and/or in-kind contributions
- Have provided assistance directly to communities or in collaboration with NGOs and/or Government
- Financial, consumer discretionary, industrial and utilities related businesses were most frequent contributors
- Motivated by commitment to their staff and customers and corporate social responsibility

CHRISTCHURCH EARTHQUAKE EXPERIENCE

- Large national businesses had previous experience with disasters
- Businesses had to deal with their own business continuity
- Extent of previous connection with emergency management arrangements varied
- Some businesses had contracts with wider government



CHRISTCHURCH EARTHQUAKE EXPERIENCE

- Where arrangements were already in place business response was swift
- Motivated to support their employees and customers and contribute to the social good
- Businesses were able to match problems to their capabilities
- Businesses were able to repurpose capabilities

CHRISTCHURCH EARTHQUAKE EXPERIENCE

- Businesses saw that government needed to take a coordination role
- Businesses recognised a need to be self-sufficient
- Skill shortages occurred
- Businesses were able to rapidly expand including using sub-contractors and recruiting for skills

CHRISTCHURCH EARTHQUAKE EXPERIENCE

- Some businesses collaborated together and with NFPs and CSOs
- Assistance to employees fostered positive organisational cultures and helped staff return to work
- Business response initiated some WHS risks
- Longer terms business benefits occurred

CAPABILITY PLANNING

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



Planning

Introduction
 The ability to operationalise plans for and implement suitable strategic, practical and financial level approaches to dealing with natural and human-induced disasters. National Principles for Disaster Recovery, brief: operationalisation, resourcing capabilities, using community-led approaches, mobilising all activities, maintaining effectiveness, accountability and building capacity, should be considered throughout the



Element	Maturity level				Score	Evidence and examples
	1 - Informal	2 - Developing	3 - Established	4 - Self-maintaining		
People	Insufficient trained, resourced and skilled personnel Capability targets are not established	Insufficient trained, resourced and skilled personnel available, however capability targets are established and addressed with a plan to achieve sufficient capability	Sufficient trained, resourced and skilled personnel readily available when compared with capability targets	Number of trained, resourced and skilled personnel readily available exceeds capability targets		Use capability assessment criteria, not other...
People	Arrangements for surge capacity have not been considered	Arrangements for surge capacity are documented and endorsed for major emergencies	Arrangements for surge capacity are documented in plans but endorsed for major emergencies	Arrangements for surge capacity are documented in plans, regularly exercised and approved effectively during major emergencies when tested		
People	Capacity building pathways are informal	Capacity building pathways are organisational specific	Cultural capacity building pathways exist but are not well established. Culture of working as one is emerging.	Cultural capacity building pathways are well established, proactive and approved effectively. Culture of working as one is embedded.		
Resource	Insufficient resources.	Insufficient resources available, however capability targets are established and addressed with pathways in place to achieve sufficient capacity.	Sufficient resources readily available when compared with capability targets.	Available resources readily exceed capability targets.		
Resource	Arrangements for surge capacity have not been considered	Arrangements for surge capacity are documented and endorsed for major emergencies	Arrangements for surge capacity are documented in plans but endorsed for major emergencies	Arrangements for surge capacity are documented in plans, regularly exercised and approved effectively during major emergencies when tested		
Resource	Resource capacity building pathways are informal	Resource capacity building pathways are organisational specific	Cultural resource capacity building pathways exist but are not well established.	Cultural resource capacity building pathways are well established, proactive and approved effectively, risk based, proactive and are operating effectively.		
Governance	Roles and responsibilities are not defined	Roles and responsibilities are informally defined	Roles and responsibilities are mostly well defined	Roles and responsibilities are consistently well defined		
Governance	No explicit governance, strategy, monitoring, risk management, and reporting	Explicit program of single agency based governance, capability planning, monitoring, risk management and reporting	Cultural governance, risk management, capability planning, monitoring and reporting processes are established	Cultural governance, monitoring, risk management, capability planning and reporting is actively operational		Use capability assessment criteria, not other...
Governance	Resource allocation are limited and inconsistent	Resource allocation are organisational specific and link to performance	Resource allocation are well established through link to performance	Resource allocation are well established through link to performance and transparently available		
Governance	Performance based culture	Performance based culture is emerging	Performance based culture and monitoring	Strong performance based culture and monitoring available		
Systems	Systems are insufficient, operate in isolation and have not been fully operational	Systems are not self-sufficient and are not well established	Systems are self-sufficient, integrated and well established	Systems are self-sufficient, integrated and well established		
Systems	Systems are insufficient, operate in isolation and have not been fully operational	Systems are not self-sufficient and are not well established	Limited ongoing resourcing for systems and emergency use only	Fuller resourcing with multiple sources to reduce reliance on any single source		

MODELS FOR ENGAGEMENT

- Promote the value of collaboration
- Invest in information sharing and collaboration frameworks
- Utilise existing wider government connections with business and expertise
- Pre-plan procurement as part of capability planning

CONCLUSIONS

- Business needs to be seen as an important part of the all-hazards, nationwide whole-of community approach
- Corporate purpose is more complex than just making profits
- Multiple ways that engagement can be enhanced
- Capability maturity tool may be useful

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