Australian Institute for
Disaster Resilience

Australian Disaster Resilience
Conference presents

Knowledge Week

⌒ 24 – 27 AUGUST 2020

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#ADRC20

Australian Disaster Resilience Conference presents

KNOWLEDGE WEEK

DAY FOUR

Business fostering resilience

1 – 3.30PM AEST | 27 AUGUST 2020

Australian Disaster Resilience Conference presents · KNOWLEDGE WEEK

Shauna Coffey

Australian Business Roundtable for Disaster
Resilience and Safer Communities

**Resilience based decision making –
8 insights on needs and opportunities**

DAY **FOUR** — BUSINESS FOSTERING RESILIENCE · #ADRC20

How might the ABR leverage collective expertise and relationships across finance and insurance services, telecommunications, critical infrastructure and humanitarian support to influence resilience-based decision-making?

We ran multi-stream RESEARCH

Ecosystem interviews

32 interviews across governments (all tiers), business, NGOs and experts

Literature scan

More than 40 documents from government, academic journals and trusted institutions

Environmental scan

Tools, actors, resources and frameworks currently populating the landscape

Leading to 8 thematic INSIGHTS

01 A data crisis continues in resilience decisioning

02 Communities are critical but not activated

03 Leadership, evidence and standardisation needed to align investment to risk

04 A collaboration-coordination-consistency gap

05 Behaviour impacts on decisions and governance present opportunities

06 A growing momentum for change

07 Interconnected-ness is intrinsic and poorly understood in resilience

08 Large business has a significant role to play

We used the evidence to IDEATE

5 opportunity spaces

where the evidence indicated there was a thematic gap or unmet need

53 ideas

across the opportunity spaces, emerging from an evidence review and conversations

5 high-potential concepts

that met the criteria of "viable", "impactful" and "aligned"

Insight 1:

Resilience decision-making continues to suffer from a data crisis

- The resilience data universe is not performing

- Making sense of the data is complex and requires hard-to-get/hard-to-hold skills

- The 'sociology problem' - using data to overcome present bias – has not yet been solved

- There is evidence of successful data strategies, even though they have not necessarily been scaled

- Climate change is also stimulating positive data innovation

"There may be investment happening in a lot of the wrong areas because we don't have the data together to see various damage or opportunities to improve things. And it comes down to sharing of risk, doesn't it.
Commonwealth Government

"Data that can be turned into infographics or case studies, those things can be a little more digestible for community members who may not be in that data space all the time.
Local Government

Insight 2:

Communities *are critical but* *not activated*

- Communities and individuals play an essential role in the resilience story – when appropriately engaged

- There is low localised capacity to make resilient-based decisions

- Overcoming behavioural barriers will require sophisticated approaches

"Communities …don't necessarily want to be told what's best for them. They need to tell us that. We need to give them resources for the best opportunity to self-determine what the outcomes are and the needs in the community space.
Large Business

"Having the community buy into environmental values are important to enhance not just restore our environment because it will be one of the easiest ways to reduce future hazard of risk.
State Government

Insight 3:

Leadership, evidence and standardisation needed to align investment to risk

- Resilience is not embedded in governance processes in a systematic way

- There are many reasons for this gap, and they likely accumulate

- The lack of one or more governing bodies was seen as a causative gap by some

- Climate change is driving increased focus on resilience

"[Climate change needs to be] integrated into core investments – not add-ons; make sure all investments are climate and disaster risk informed.
Expert

"[Resilience] is about trying to limit the impact of hazards on community so that they can respond and recover afterwards. That's not about building back better – which people keep saying. It annoys me. You always build back better. It's actually about doing it appropriately to start with.
State Government

Insight 4:

A collaboration-coordination-consistency gap

- Resilience tends to be parochial, with siloed thinking and ways of working

- A lack of coordination can cause parochial responses and unintended consequences

- There was divergence on the notion of central vs networked coordination

Insight 5:

Behaviour impacts on decisions and governance present opportunities

- People often don't behave the way we expect them to

- There are numerous behavioural issues that affect decision-making both ahead of, during and after, a natural hazard event.

- Current decision frameworks and flows exacerbate rather than mitigate behavioural decision-making challenges

- Alternative models of governance offer high potential for increasing the effective of resilience-based decision making

Insight 6:

A growing momentum for change

- We are seeing the emergence of influential voluntary commitments and standards

- Natural hazard resilience is an outcome of sustainability and climate action

- Regulatory innovation with a resilience theme is seeking to drive new patterns

- Significant, contemporary tools and guidance are becoming available

- Other initiatives are driving resilience internationally, and could be applicable to the Australian context

Insight 7:

Interconnected-ness is intrinsic and poorly understood in resilience

- Supply chains and value chains may be vulnerable to disruption by natural hazards – the full extent of this is often not well-understood

- Some supply chains are more critical than others, and need stronger resilience

- Co-dependencies are essential to understand but difficult to map

"Supply chains are fragile / Break down of supply chains in disaster so don't know when fuel supplies will be accessible.
Large Business

"Greater appreciation for the complex network dependencies between state services, business and community response and recovery, with more focus on the economic implications of actions like road closures and electricity interruption.
State Government

Insight 8:

Large business has a significant role to play

- Government has expectations of where business can play the strongest role

- Business is a member of the community, and make a significant contribution

- There is intrinsically less transparency concerning the business approach to risk

- Business has the potential to be a significant resilience data provider

Resilience decision-making continues to suffer from a data crisis

HMW…Make the hidden corporate data ecosystem discoverable/available?

A collaboration-coordination-consistency gap

HMW…Create governance arrangements that support meaningful collaboration and coordination?

Communities are critical but not activated

HMW…Better empower communities and local governments?

Behaviour impacts on decisions and governance present opportunities

HMW…Factor behavioural insights into the design of interventions all scales?

Leadership, evidence and standardisation needed to align investment to risk

HMW…Build resilience literacy for decision-makers?

Large business has a significant role to play

HMW…Harness corporate investment to drive research that creates shared value in the area of disaster resilience?

A growing momentum for change

HMW… Create tools and guidance to support cost-benefit analyses, drawing on emerging patterns that are building evidence of success?

Interconnected-ness is intrinsic and poorly understood in resilience

HMW… Increase the disaster resilience of critical supply chains?

Teal notes (top row)

1. Integrating resilience thinking/Understand inter-connection

HMW help businesses understand supply / value chain vulnerability?

2. Information / tailored data

HMW increase certainty and evidence for resilient investment decision-making? (making it more meaningful for target groups)

3. Behavioural science
HMW more effectively motivate or nudge people to be better prepared?

4. Education

HMW increase the presence and pipeline of resilience data skills?
•Build resilience literacy for decision-makers?

5. Resilient mind / community capacity

HMW empower/ incentivise communities to take ownership of their risk? creating "room" for people to take action - finding the time and energy

Yellow notes (second row)

1 - Leaders in action: Board level guidance to business decision makers on natural disaster resilience risk and opportunity management (SJC)

2. Partner to solve: work with others already in the space eg CSIRO / RIV to use physical and social data to solve a current unknown (SJC)

2 - Mapping our way out: map out system interdependence (physical and social) as a resource for all businesses to consider in TCFD / CDP etc (SJC)

5. Resilience leave: establish a model of resilience leave for businesses to offer to employees (SJC)

4 - Early education intervention: training program for landuse planners integrated with university curriculum (SJC)

5. Fix the damn thing / fairy god-mother: A program to deliver one resilience building intervention to every household (SJC)

Yellow notes (third row)

1. Building resilient relationships: Incorporate resilience as part of due diligence/on-boarding as well as continuous monitoring of relationships

#Reversilience providing practical, easily, understandable steps to prevent your business/community from failing

3. The road to resilience Breakdown impacts into short and long term upside/downside risks

2. "Costing the Future" Create a national panel of experts and community advocates to agree on the approach to costing damage to infrastructure that could be caused by natural hazards against cost (and benefits) of resilience initiatives.

4. Putting the 'I' in Resilience: Resilience training as part of mandatory business training materials (all new starters) leveraging best practice examples) and showing how each individual can make a difference

5."In Your Neighbourhood" Business partners with an NGO to build a community building initiative (eg. nature for neighbourhoods)

Yellow notes (bottom row)

1 - Where it matters: Resilience guidelines in the ASX principles for good corporate governance (SJC)

#theresilientgames using Australians love for sports to provide a common space to discuss issues around resilience where companies compete to demonstrate how resilient they are under a shock
next step #resilientolimpics

#theresilientchallenge providing open source datasets to interested parties to facilitate pilot scale level initiatives and grow the best practice in different industry/sectors

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2C : Supply chain transparency rating
Rating system/standards for supply chains eg labour, ethics etc

2D : Map our way out
map out system interdependence (physical and social) as a resource for all businesses to consider in TCFD / CDP etc

3. Behavioural interventions

3A : Impact platform
create platform that includes all stakeholders and their core values lined up with the impact of certain resilience measures on their values (translate data into relevant insights)

3B : My Impact
provide/knowledge/data to individuals / communities to know the difference they are making with decision making e.g. - bill reduction/ carbon savings

3C : Incentive not inventive
Research the effectiveness of incentives and pilot if applicable.

3D : Risk Reduction -> Cost Reduction
Give people discounts on insurance or removal of GST for certain products

3E : Be prepared
Use behavioural insights to increase disaster preparedness in high risk areas (bush fires, flooding)

3F : Frequent Flier scheme
Points scheme to give customers/householders incentives to invest in resilience (bus. providing incentive eg premium reduction / upgrades). Leverage from similar CO2 footprintsch emes?

5. Guidance for boards

5A: Where it matters
Resilience guidelines in ASX principles for good corporate governance

5B : Leaders in action
Board level guidance to business decision-makers on natural disaster resilience risk and opportunity management

5C : The road to resilience
Breakdown impacts into short and long term upside/downside risks

6. Competitive recognition

6A : #theresilientgames
Use Australians love for sports - make a common space to discuss resilience. Companies compete to demo resilience under a shock. Next: #resilientolympics!

6B : Australian resilience annual award
Drive good behaviour / community awareness ensuring business, local and community planning teams are collaborating and achieving results.

7. Rule-making

7A : Resilience regulation
Basic standards for business resilience to natural hazards depending on the sector

7B : Solar Mandate
Mandate that all new builds have a minimum level of solar power- not left up to the individual/developer to be the one deciding to do the right thing.

7C : Legislative barriers
- Identify what actual pieces of legislation are required to change
- Work out how to achieve resilience planning in all land use planning in Australia within 5 years

7D : RC Review Review the recent Royal Commission report about DRR governance structures in Australia and providing recc's on how better to integrate the private sector and community orgs in the structures

9. Collaboration

9A : Partner to solve
work with others already in the space eg CSIRO / RIV to use physical and social data to solve a current unknown

9B : #theresiliencechallenge
providing open source datasets to interested parties to facilitate pilot scale level initiatives and grow the best practice in different industry/sectors

10. Professional education

10A : Early education intervention
Training program for land use planners integrated with university curriculum

10B : Putting the 'I' in Resilience
Resilience training as part of mandatory business training materials (all new starters) leveraging best practice examples) and showing how each individual can make a difference

10C : Educate the Educators Program
Targeting cross-skilling between business resilience, community resilience and local government

10D : The Disaster Professionals
Disaster resilience professionals body with training/certification for profession across a range of industries/sectors to belong to (like risk / governance assoc's)

10E : From Assistant to Chief Resilience Officers
Support development of a job pathway aligned to risk management & HR/people principles

10F : #Reversilience
Providing practical, easily, understandable steps to prevent your business/community from failing

8D : Show me your sustainable muscles
ratings/labelling for businesses showcasing the good that they do eg. charitable foundations or % profits to good cause, supportiveness to staff

12E : Disaster Resilience Certification Program
Communities (or businesses) receive recognition of their resilience investment - better than a resilience index as not rank communities against each other but provides a standard of practice to be compared against (like ELC ratings)

12. Making time for resilience

12A : Disaster public holiday
start dedicated nation-wide disaster prep'ness 'Public Holiday' (like Cyclone Sunday Nth QLD sponsored by insurers) - bus./community engage in resilience activities eg awareness, preparations, planning /w fun activities

12B : Resilience Day
where marketing campaigns focus on disaster preparedness

12C : Resilience leave
Establish a model of resilience leave for businesses to offer to employees

11C : Disaster Ready Homes TV program
Profiling small & large steps individuals have taken or make a challenge based off popular home shows (public awareness of challenges/hazards across the country - maybe even youtube?

11D : Storm Stories
Storm stories: TV series in partnership with the Bureau of Meteorology but can include heatwave, health impacts, etc

11E : Everyday exposure
Public service announcements on TV or social media (like the ones on Covid-19) to build resilient household

11F : Engaging for change
develop community education on resilience, based on insights and research into existing approaches

13. Community interventions

Fix the damn thing / fairy god-mother
A program to deliver one resilience building intervention to every household

2. Interconnection resilience

Supply chain transparency rating
Rating system/standards for supply chains eg labour, ethics etc

12. Reporting and transparency

State of Australian Preparedness
Annual household survey of community disaster / hazard understanding and actions taken for preparedness

7. Competitive recognition

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10. Professional education

5. Community education

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Support development of a job pathway aligned to risk management & HR/people principles

6. Making time for resilience

Resilience leave
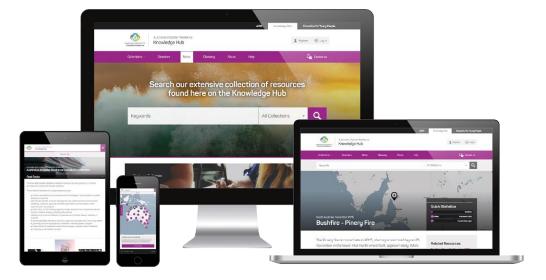Establish a model of resilience leave for businesses to offer to employees

Thank you

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