

# **“Business Crisis Management for Local Disaster Events”**

**Lessons learnt in planning for the unexpected**

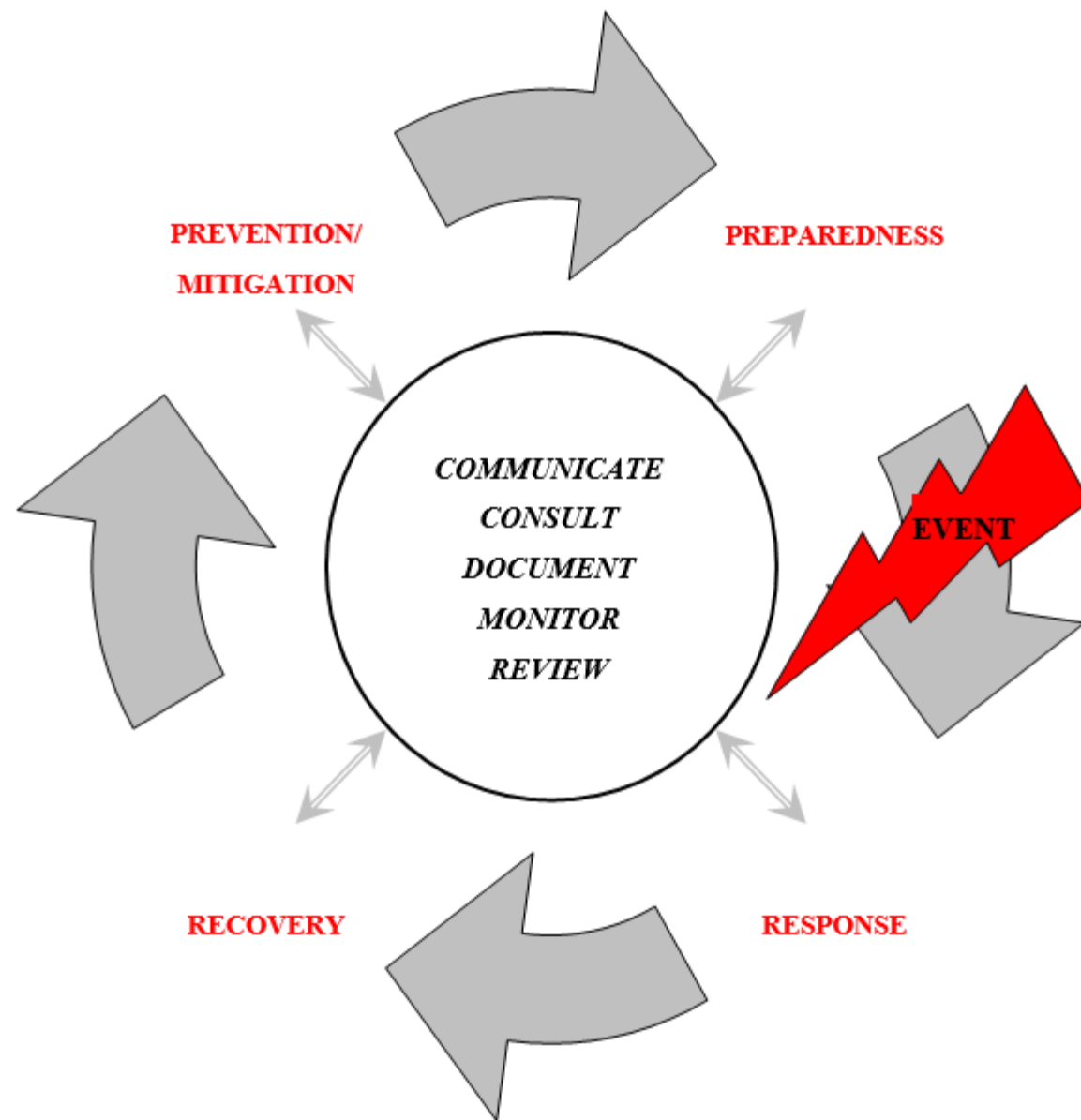
**Dr Yetta Gurtner  
26 March 2019**

# Our Disaster Recovery Plan Goes Something Like This...



**DILBERT**

By Scott Adams





# Hazards, Disasters and Impacts

- Integrated/holistic approach
- Psycho-social
- Economic
- Infrastructure
- Environment



# Business Impacts

- Owners, staff/employees, customers, business stakeholders
- Economic/Financial – immediate losses/damage, productivity/operational capacity, business continuity, insurance, loans
- Infrastructure – electricity, telecommunications, transportation routes
- Environment (built and natural) built infrastructure/plant, inventory/stock, suppliers, debris, hazardous waste, amenity
- Reputation/image/consumer confidence

**Crisis = Danger and Opportunity**

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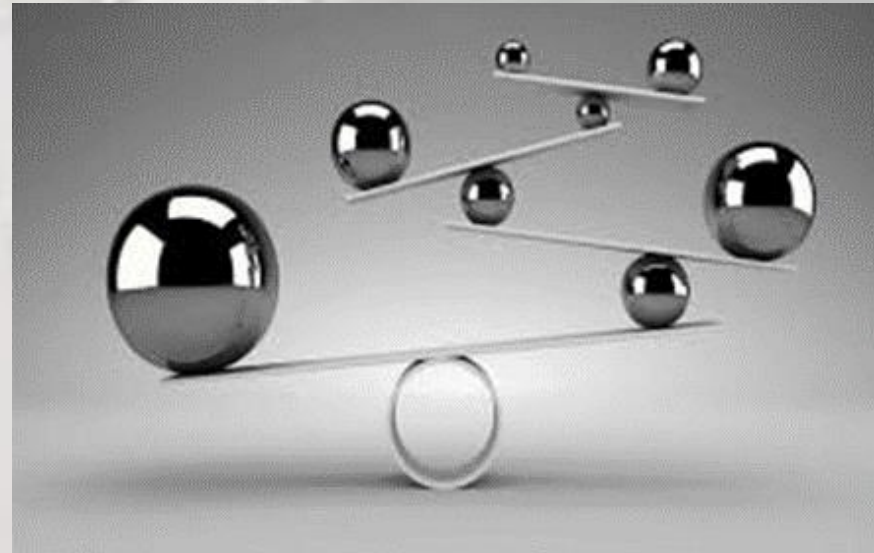
# Elements of Crisis Management

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- Co-ordination/Leadership
  - Communication
  - Operations
  - Logistics
  - Finance
  - Review
  - Planning

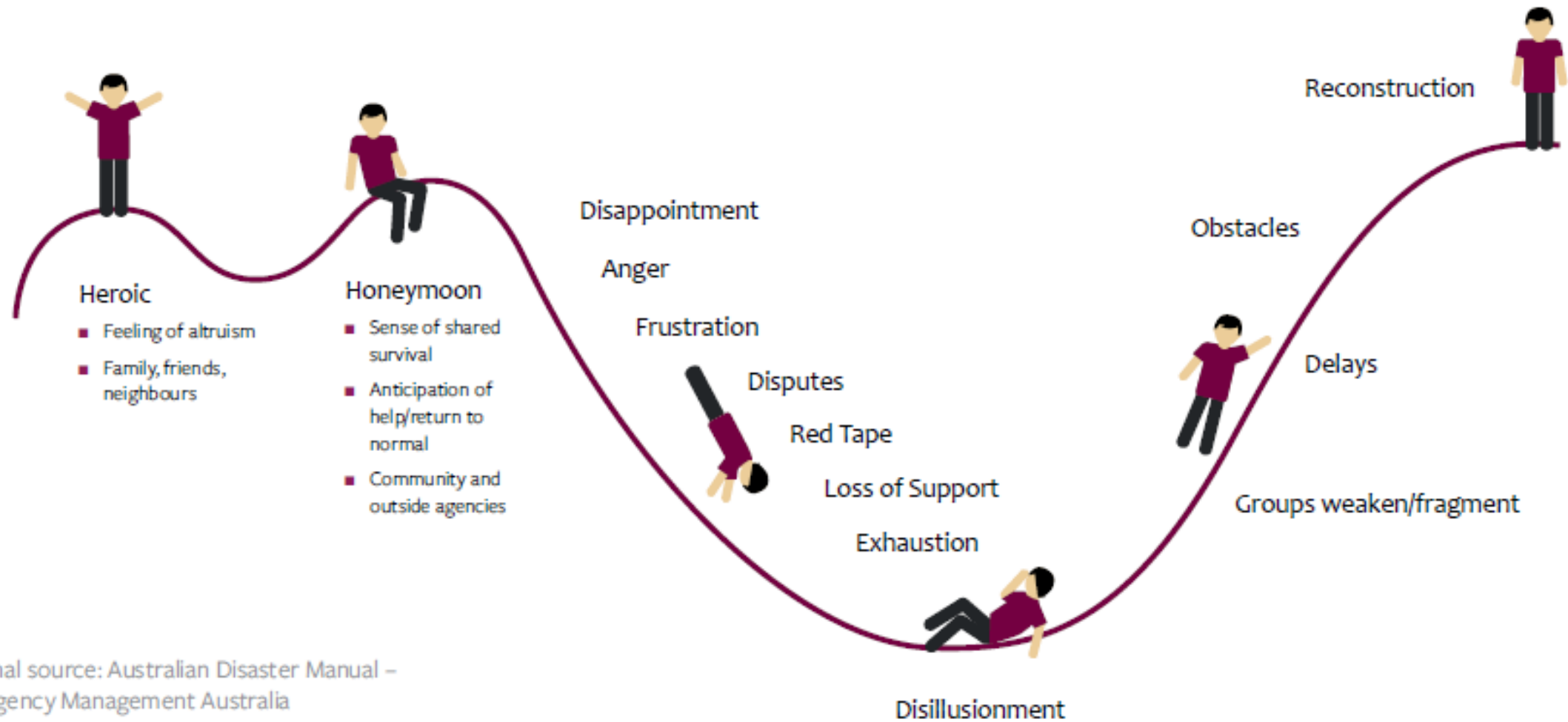


# Leadership

- Purpose
- Ethical
- Intentional
- Decision-making
- Perspective
- Empathy
- Innovation
- Supporting
- Prioritising self-care







Original source: Australian Disaster Manual –  
Emergency Management Australia

# Communication

- Direct, honest and credible (factual)
- Personalised, responsive, empathetic (relationships/connections)
- Active marketing and promotion
- Engaging with media
- Clear, accessible and up-to date information



# Operational Capacity and Logistics

- Available resources (critical products and services)
- Assess business function
- Contingencies
- Business continuity
- Staffing – personnel/human resources
- Physical facilities, equipment and supplies





# Finance

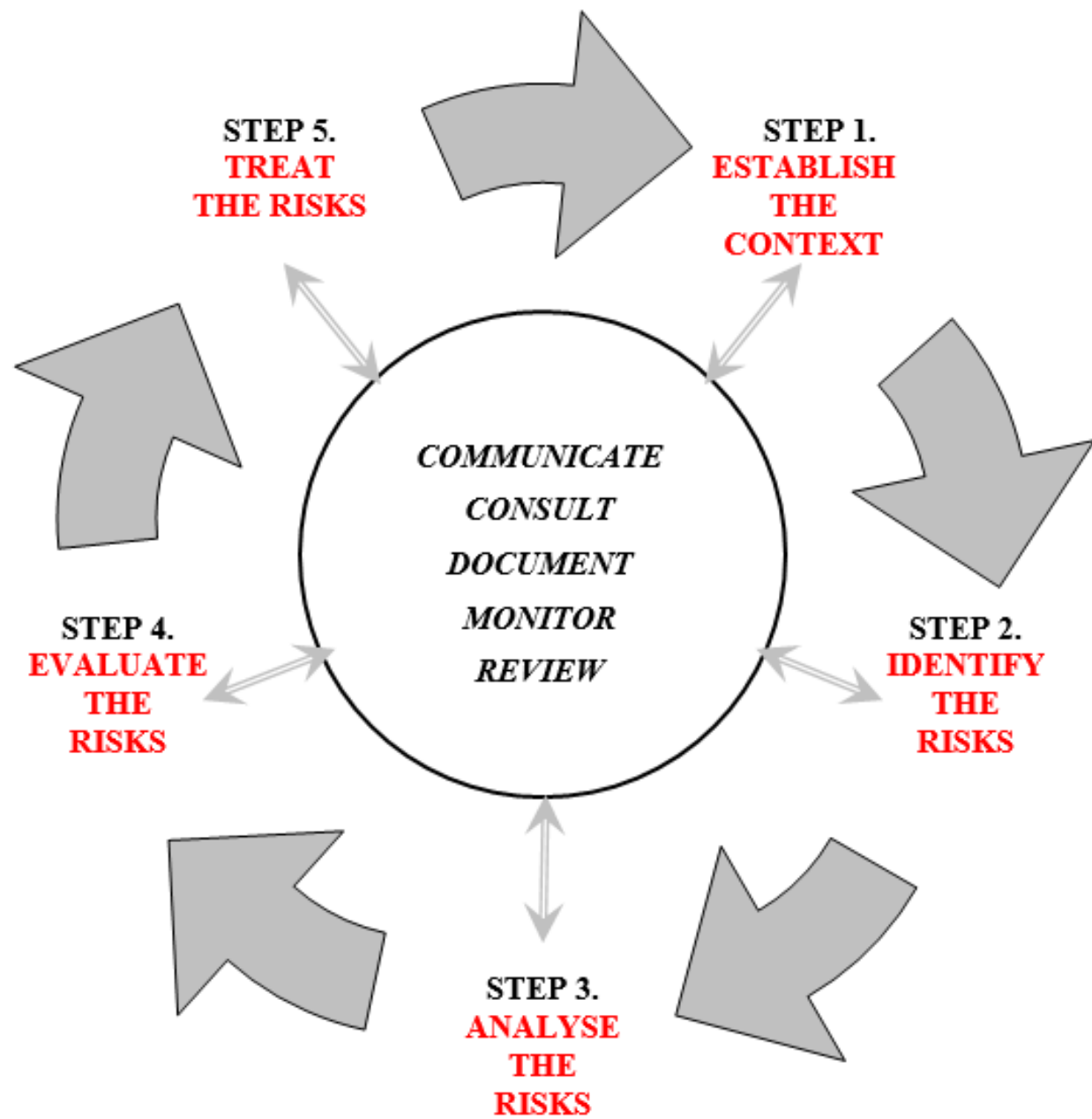
- Financial position assessment
- Emergency procurement protocols/authorisations
- Insurance assessment
- Claims, compensation and cost tracking



# Review and Plan

- Documentation and records
- Capabilities and actions/procedures
- Support
- Recovery Planning
- Improvement
- Innovation
- Risk management planning







# Establish the context

- Business profile (size, location, staff, resources, inventory)
- Identify main business activities
- What factors support or influence these activities
- Primary stakeholders (internal and external)



# Identify the Risks

<b>Source of Risk</b> <i>(How can a risk arise?)</i>	<b>Risk Event/ Statement</b> <i>(What can happen - event that may impact on the desired objectives?)</i>
<b>Human behaviour</b>	
<b>Health/medical</b>	
<b>Psychological/Emotional Association</b>	
<b>Technology and technical issues</b>	
<b>Economic</b>	
<b>Occupational health and safety/Regulations</b>	
<b>Legal (Liability)</b> <b>Product/Professional/Public</b>	
<b>Political</b>	
<b>Property and equipment</b>	
<b>Safety/Security</b>	
<b>Environmental/Physical</b>	
<b>Financial/market/competition</b>	
<b>Natural events</b>	

Author: \_\_\_\_\_

Date Created: \_\_\_\_\_

Scheduled Review Date: \_\_\_\_\_

# Evaluate the Risks

- Likelihood
- Consequences
- Assess the risk level
- Evaluate the risk – acceptable/unacceptable
- Prioritise
- Risk register



# Treat the Risk

- Avoid
- Control
- Transfer
- Retain



## Risk Management Techniques & Selection Criteria

	Low Severity	High Severity
Low Frequency	Retain	Insurance Transfer
High Frequency	Retain and Control	Avoid

# Monitor and Review

- Document
- Review
- Lessons Learnt
- Revise
- Adjust
- Train
- Monitor



# Planning for the unexpected

- Risk management plan
- Communication plan
- Business continuity plan
- Crisis management plan
- Recovery plan



# Identify Potential Partners

- Suppliers/vendors
- Transport
- Local business association
- Townsville Chamber of Commerce/Townsville Enterprise Limited/Townsville Business Development Centre
- Insurance
- Legal
- Media
- Government agencies
- Media
- Consumer/patrons

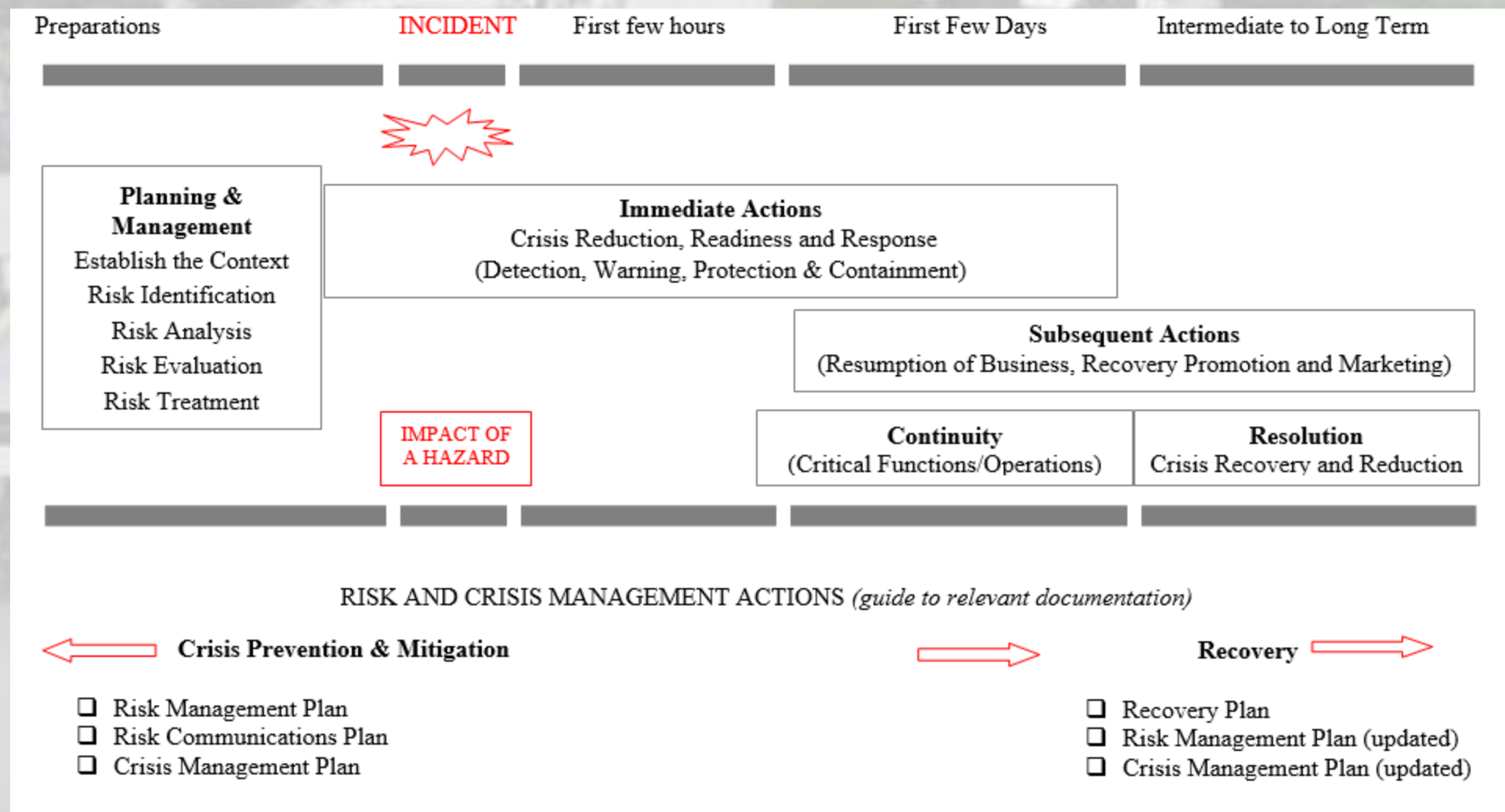


# Important documents

- Contact list – governance
- Building/site map
- Resource/inventory lists
- Insurance/financial
- Legal
- Backup systems/arrangements
- Review and update



# Crisis lifecycle

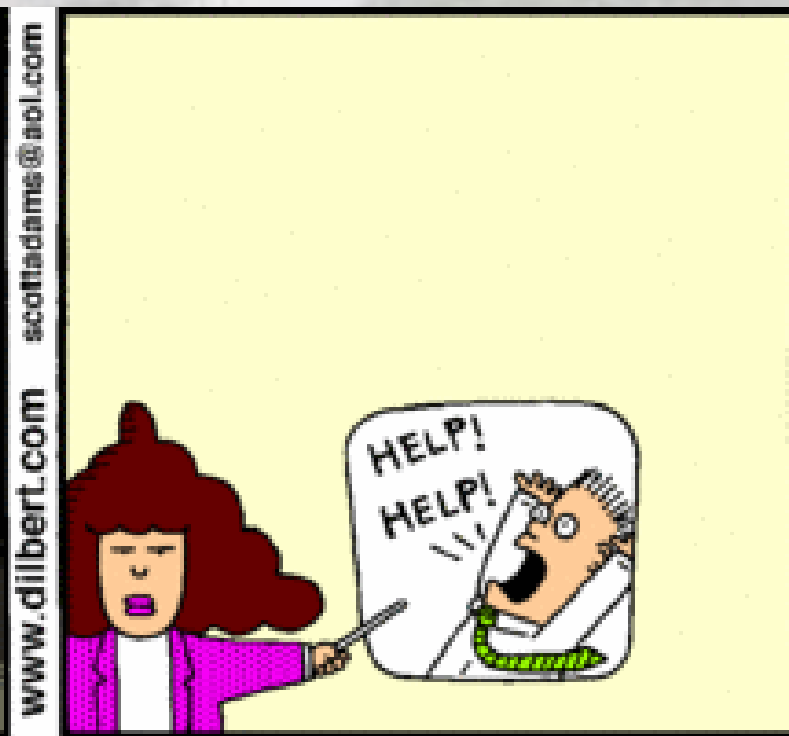


# Prioritise and Implement

- Communicate
- Consult
- Document
- Monitor
- Review



It's Not If,  
But When



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# Questions....?



<https://www.jcu.edu.au/centre-for-disaster-studies>