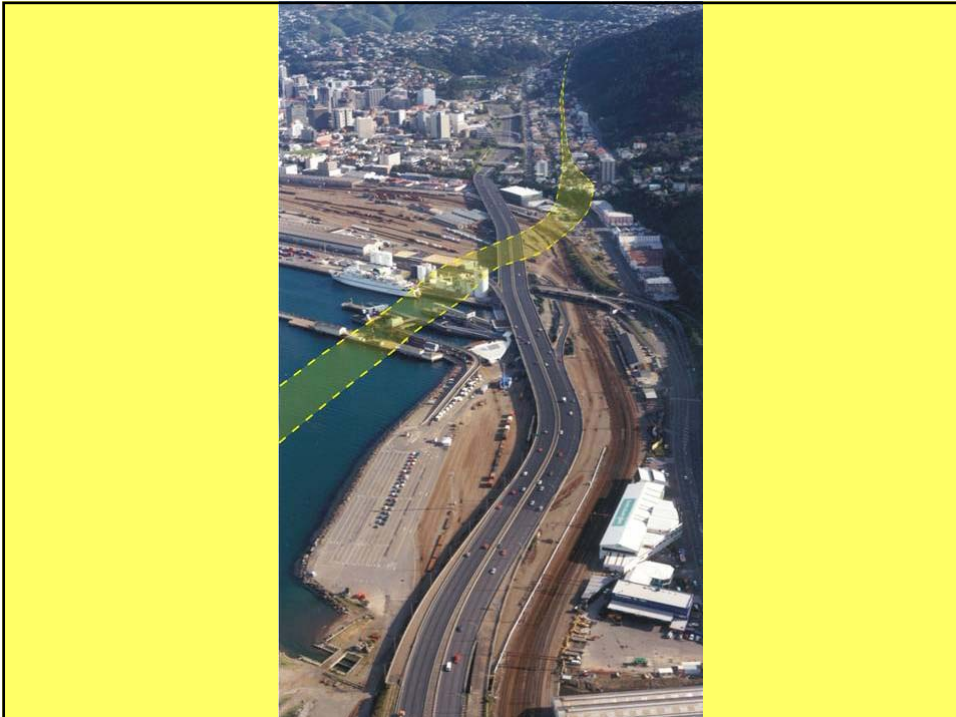




Resilient Organisations

www.resorgs.org.nz

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The context

*To **understand and reduce the impact** of hazard events, we need to be able to **evaluate** how **key organisations** are going to **perform** during and after these events.*

Defining Resilience for Organisations

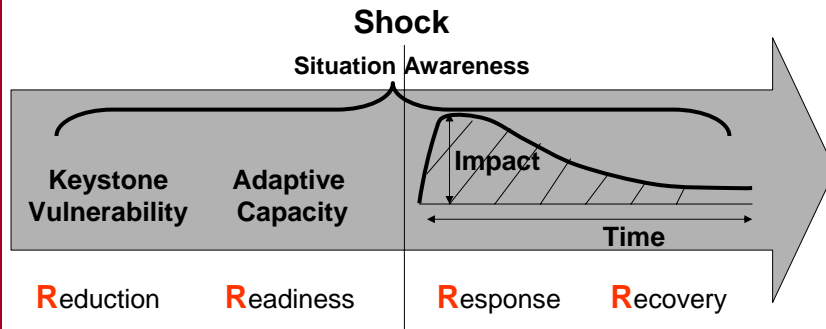
- How do we translate concepts of resilience into a framework that is relevant and can be applied by organisations wanting to become more resilient?

Organisational Resilience is a function of:

- Keystone vulnerability,
- Adaptive capacity and
- Situation awareness

within a complex, dynamic and interdependent system

Resilience Management



Resilient Organisations

6 year FRST funded research programme that is a collaboration between the University of Canterbury, University of Auckland, and Kestrel Group, New Zealand; continues until 2010.

The programme has three main objectives

1. Organisational planning for hazard events
2. Prioritisation and deployment of resources
3. Legal and contractual frameworks

Objective 1: Organisational Planning

- **Goal:** To understand and improve the resilience of NZ organisations, and to facilitate integrated hazard planning between organisations.
- **Approach:**
 - 10 in-depth case studies to develop a methodology for evaluating and improving resilience for individual organisations
 - Identify common issues, across sectors and organisation types, and define strategies for addressing these issues

Objective 1: Organisational Planning

Target Outcomes:

1. Development of a resilience management framework.
2. Metrics for benchmarking resilience across different organisations.
3. Best practice principles for improving resilience.

Objective 2: Prioritisation and Deployment of Resources

- **Goal:** Develop a GIS based tool that can be used following a hazard event for prioritising physical response and recovery of networked systems.
- **Approach:**
 - Analyse the dynamic flow of information and information priorities during response and recovery
 - Develop a GIS tool for capturing damage data as it is collected and for sharing information between organisations
 - Develop an test an integrated tool that could be used by road network managers in real-time events

Objective 2: Prioritisation and Deployment of Resources

Target Outcomes:

1. Analysis of Information Flows and Requirements during Response and Recovery Activities for the Road Network.
2. Generalising the methodology.
3. An Optimisation Procedure for Prioritising Works on Networked Infrastructure.

Objective 3: Legal and Contractual Frameworks

- **Goal:** To establish a comprehensive procurement framework and programme management plan for reconstruction in the event of a national disaster.
- **Approach:**
 - Analysis of subcontracting arrangements
 - Relevance of current legal frameworks for construction to post-disaster reconstruction
 - Effectiveness of different types of procurement mechanisms to facilitate rapid reconstruction

Objective 3: Legal and Contractual Frameworks

Target Outcomes:

1. Suggested Clauses for Contracts.
2. Best Practice Construction Procurement Strategies for Response and Recovery Activities.
3. Strategic Review and Recommendations where appropriate for Industry Wide Action.

Layers of Resilience

