

Kangaroo Island BUSINESS HUB

WHITE PAPER - MAY 2023

DOING BUSINESS DIFFERENTLY IN A CHANGING CLIMATE

A Roadmap for the Kangaroo Island Business Community.



CONTRIBUTORS:

- Renae Hanvin
- Daniel P. Aldrich
- David Parsons
- Maria Waters



Acknowledgements

Resilient Ready would like to thank all the small business owners and operators that we spoke to while creating the Kangaroo Island Business Climate Roadmap, and who generously shared their experiences – the good and the bad – of navigating running a business during and after a disaster.

Your frank and honest accounts form the very foundation of our Roadmap, and your experiences will help others to either avoid or mitigate the impact of future disasters on their own businesses.

We especially want to acknowledge the work, passion and deep experience of Maria Waters from the Kangaroo Island Business Hub and her predecessor Susi Whitehead. Both Maria and Susi played key roles around engagement and co-design of the Roadmap, helping to guide the development of the final product.

And appreciation to our collaborators from the South Australian Department for Industry Innovation and Science (DIIS) for their in-kind contribution towards the successful delivery of this project.

Acknowledgment of Country

We acknowledge the deep spiritual significance of Karta Pintingga / Kangaroo Island to many indigenous people in South Australia. We pay respect to those with enduring connections to the land we conducted this White Paper on. We recognise this connection to the land, water and air of the area and acknowledge the capability and resilience of all Aboriginal people who have a relationship with Karta Pintingga / Kangaroo Island.

Project Funding

Funded by SAFECOM, this project is a collaboration between Resilient Ready, the South Australian Department for Industry, Innovation and Science (DIIS) and the Kangaroo Island Business Hub.

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DOING BUSINESS DIFFERENTLY IN A CHANGING CLIMATE:

A Roadmap for the Kangaroo Island Business Community



EXECUTIVE SUMMARY:

In 2022 social enterprise Resilient Ready (formerly corporate2community) brought together members of the disaster-fatigued business community of Kangaroo Island to help them find a way forward following a chain of disasters including drought, bushfires, and later Covid-19.

Establishing a local Steering Group, a wide-ranging consultation process was undertaken across Kangaroo Island to discover the needs of the 738 local businesses operating on the Island, and the best approach to supporting and upskilling them to build their resilience and sustainability.

What became apparent was the need to address and strengthen key business foundations to increase resilience and ensure ongoing commercial viability.

This included a focus on ‘climate adaptation’ - a recurring theme - which could be understood as adapting to a changing business climate as well as an environmental one.

Resulting feedback and ideas saw the creation of the Kangaroo Island Business Climate Roadmap, a series of 16 modules presented for and by local businesspeople, sharing their hard-won experiences and lessons learned. Members of the local Steering Group determined the topics.

The Roadmap was launched in March 2023 to an enthusiastic local audience and has now been made freely available to local businesses through the Kangaroo Island Business Hub until 30 June 2026.



“KANGAROO ISLAND IS READY FOR THIS CONVERSATION AND MUST ADAPT TO A CHANGING CLIMATE.”

Maria Waters,
Kangaroo Island Business Hub Coordinator.

INTRODUCTION:

Kangaroo Island lies off the mainland of South Australia. Popular with tourists, more than a third of its land is given over to nature reserves, earning it international fame for its pristine natural environment and unique wildlife. Kangaroo Island is also an agricultural hub, known for its high-quality food and beverages.

However, like many other regions in Australia, Kangaroo Island is also prone to natural disasters, such as drought, bushfires, and storms, which can have a significant impact on the local economy and communities.

In recent years, Kangaroo Island has experienced some of the most severe natural disasters in its history, which have highlighted the urgent need for local businesses to build their resilience and reduce risks.

To address this need, Resilient Ready, a certified social enterprise that specialises in disaster resilience and community engagement, collaborated with the South Australian Department for Industry, Innovation and Science (DIIS) and the Kangaroo Island Business Hub to develop an online Roadmap to help build local resilience across the Kangaroo Island business community.

The new Kangaroo Island Business Climate Roadmap is a free capability-building program specifically designed by and for businesspeople operating on Kangaroo Island.

Central to the Roadmap is the importance and sharing of the lived experience of its participants, both personally and professionally, as owners and operators living within a small island business community frequently buffeted by disasters and disruptions.

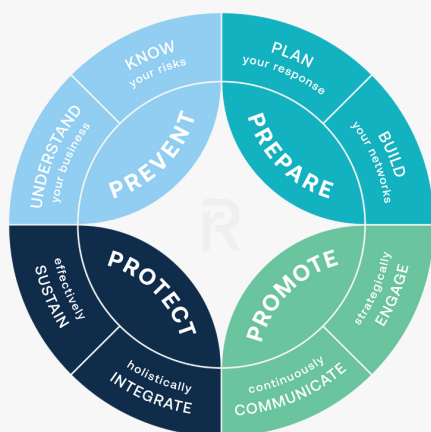
This White Paper provides an overview of the Kangaroo Island Business Climate Roadmap and explains how it can benefit members of the local business community navigating business and environmental changes.

This paper will discuss the key features of the Roadmap, the process of its development, and the outcomes that can be achieved by small business owners through participating in the program.

About the Kangaroo Island Business Climate Roadmap

The Kangaroo Island Business Climate Roadmap is a comprehensive online program designed to help businesses build resilience and reduce risks in the face of natural hazards and other types of disasters and business disruptions.

Renae Hanvin worked closely with members of the local business community to design the Roadmap, sharing Resilient Ready's 4Ps methodology - Prevent, Prepare, Promote and Protect - an approach that translates often complex government policy and frameworks into simple everyday business behaviours.



She also drew in expert input from the Resilient Ready delivery team, which includes Professor Daniel P. Aldrich who highlighted the importance of business community connections in building social capital, and David Parsons, a leading Australian emergency and crisis management expert, who shared his insights into planning ahead for disasters and recovery.

The Roadmap consists of a series of micro-learning modules that cover topics related to disaster resilience, including risk management, emergency planning, community engagement, and business continuity.

“THE COMMUNITY OF KANGAROO ISLAND FACE GREATER RISKS THAN THOSE ON THE AUSTRALIAN MAINLAND. IT IS CRITICAL THEY BUILD KNOWLEDGE AND CAPABILITIES IN PEOPLE TO GET AHEAD OF FUTURE IMPACTS. BUSINESS PEOPLE ARE CENTRAL TO COMMUNITY PREPAREDNESS AND RECOVERY.”

David Parsons, Crisis Management Australia.

The Roadmap consists of a series of micro-learning modules that cover topics related to disaster resilience, including risk management, emergency planning, community engagement, and business continuity.

Each module is designed to be short and easy to understand, with practical tips and advice that businesses can apply in their day-to-day operations.

The Roadmap also includes a range of tools and resources that businesses can use to support their disaster resilience efforts.

These resources include checklists, templates, and case studies, which provide practical examples of how businesses can implement the advice provided in the micro-learning modules.

The Roadmap's 16 questions are focused on four key areas of the Resilient Ready methodology:

UNDERSTAND YOUR BUSINESS

Discover your critical operations and what is essential to your organisation staying in business.

KNOW YOUR RISKS

Lead future success with positive risks while reducing disastrous impacts from negative risks.

PLAN YOUR RESPONSE

Businesses ready for future disruptions prepare their people, policies, and processes before impact.

BUILD YOUR NETWORKS

Resilient businesses are connected internally and externally via bonding, bridging, and linking social ties.



HUB

Kangaroo Island Hub Project

We are working with the business communities of Kangaroo Island in South Australia to develop an online Roadmap to build local resilience.

Kangaroo Island Business Climate is the theme the local community has chosen.

[Learn more →](#)

Roadmap Development

The Kangaroo Island Business Climate Roadmap was developed through a collaborative process that involved extensive engagement with the local business community.

The process began with six discovery workshops held in person across the Kangaroo Island region and online in June 2022. These workshops provided an opportunity for businesses to share their experiences and insights about the challenges they face and reducing risks.

The findings from the discovery workshops were used to inform the development of the Roadmap's 'business climate' theme, which was a key area of concern for workshop participants.

Not only are Kangaroo Island businesspeople concerned about the impact of climate change, but they are also having to navigate their way through more frequent disruptions compounded by a changing climate, supply chain disruptions, and their limited access to the mainland, and find a new way of doing business.

Aligning the findings with the Roadmap's content meant each micro-learning module was relevant, tailored, and beneficial to the entire Kangaroo Island business community. The theme was then tested and refined through a series of Steering Group sessions, which were attended by representatives from the local business community.

The Roadmap was developed with extensive input from Maria Waters in her role as Kangaroo Island Business Hub Coordinator, and her predecessor Susi Whitehead. This ensured that the Roadmap was co-designed with the local community and reflected their needs.

Maria and Susi developed an innovative concept for the initial workshops – a Risky-business mystery bus tour, in addition to other online and face-to-face drop-in sessions held for local business owners and operators.

Participants were picked up from a central destination by the Risky-business mystery bus and driven to various locations before finishing at a restaurant or café for a meal. The locations included business premises impacted by the bushfires so owners could share how they were coping (i.e., Fiona and Mark from Western KI Caravan Park) or business premises of attendees on the bus tour so they could share their stories with others onboard (i.e., Lucy McNaught from Kangaroo Island Wool).

Participants were surveyed both on board the bus and over a shared meal about what would prompt them to change behaviours in a micro-learning format.

This phase of the project was about discovery and working with the community to co-design the tool content, functionality, and relevance. The purpose of the workshops was to collect data to inform the design of questions for the tool. After feedback from the steering committee on our approach, we shaped the tool to ensure it resonated with the local business community.

“I WOULD BE MUCH MORE INCLINED TO DO 20 X 2-4 MINUTE MODULES THAN 2 X 30-40 MINUTE ONES.

THIS HAS ME QUITE EXCITED ABOUT THE POTENTIAL OF THIS TOOL.”

Rene Steyn, Emu Bay Holiday Homes.

Are you a Kangaroo Island business person wanting to **think differently** about getting your business ahead of future disasters?

Meet us at the pick-up location and you will be taken to a mystery local business for a meal. The ride there will include a fun workshop to be part of designing a business resilience tool for the local community!

Can't join the bus? Register for the online session or drop in to see us at The Deck Cafe in American River, or at the Airport.

JOIN US!
more info!
register!

breakfast, lunch dinner options

Pambana Penneshaw Kingscote

Risky Business Mystery Tour

22 - 23 - 24 June 2022

LIMITED SEATS!

For more information please contact:
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Department of Communities and Government
Government of South Australia
Australian Government

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Lived Experience Shapes Roadmap

As part of the tool development, we interviewed 16 local businesspeople about their experiences, and included their stories in each module.

We matched tool themes with firsthand experiences to ensure lived experience aligned with module content in an authentic and memorable way. The modules consist of a topic overview, local links, a short local case study video, and a self-directed worksheet.

The following themes and quotes give a taste of the modules:



ESSENTIAL OPERATIONS

Lisa and Peter Nash,
Kangaroo Island Coffee Roasters

“There’s a whole range of things than can happen on a small island...so we had to think outside the square when COVID hit.”



SUPPLY CHAINS

Louis Lark,
Cactus Cafe

“Supply chains are an integral part of running a successful café...”



CLIMATE IMPACTS

**Andrew Heinrich,
Ella Matta**

“A changing climate or climate change...is going to have a big effect on our business.”



GETTING THE RIGHT INSURANCE

**Marty Kay,
Elders**

“You need to have the right person to step in and be able to handle what needs to get done.”



KI HAZARDS

**Rebecca Guidera,
NRG Building**

“The remote nature of the Island can mean our business communities face hazards different to the mainland.”



NEXT DOOR SAVIOUR

**Maree Baldwin,
Kangaroo Island Community Centre**

“Knowing who your business neighbours are can be the first step towards understanding how you can help each other prepare and respond to a disaster.”



BUSINESS NETWORK MEMBERSHIPS

**Susi Whitehead,
KI Dragonfly Guesthouse**

“We soon appreciated the benefits of being members of an industry association through seminars, workshops and networking events.”



UNEXPECTED DISRUPTIONS

**Jenny Stanton,
Kangaroo Island Primal Harvest**

“Thanks to contingencies we put in place before...we were able to continue our business.”



CO-DESIGN LOCAL SOLUTIONS

**Fiona Jago,
Western KI Caravan Park**

“We’ve put a lot of thought into our rebuild, not just for us personally but also for what the community needs.”



CAN'T KEEP GOING

**Fred Peters,
Fine Art Kangaroo Island**

“Every business should have a plan for when it’s time to close.”



COMPETITOR COLLABORATIONS

Craig Wickham,
Exceptional Kangaroo Island

“By working together, we end up being more efficient.”



ADAPTING ESSENTIAL OPERATIONS

Bev Turner,
Emu Ridge Eucalyptus

“We are all unique in our own special way, but climate change is going to affect us in all different ways.”



RATE THE POSSIBILITIES

Megan Barrett,
Century 21 Kangaroo Island

“Every business faces risks...knowing how to manage risks is an important part of business.”



THE RIGHT TEAM

Ken Smoglian,
Island Fitness

“We have to make adjustments to make sure we have the right people in the right places to really excel at business.”



REVENUE STREAMS

Kylie Bamfield,
Kangaroo Island Spirits

“...something you cannot be more in tune with, in order to make your business really successful.”



TAKING POSITIVE RISKS

Katrina Seng,
Kangaroo Island Health Service

“Positive risks are called risk opportunities.”

“THE KANGAROO ISLAND BUSINESS CLIMATE ROADMAP IS A TERRIFIC EXAMPLE OF BUSINESS LEADERS BEING PROACTIVE AND COLLABORATING TO ENSURE THEIR COMMUNITY IS BEST PREPARED FOR THE NEXT CHALLENGE.

THIS VITAL PROJECT ENSURES THAT THE LESSONS LEARNED THROUGHOUT THIS PERIOD WON'T BE FORGOTTEN.”

Andrea Michaels MP, Minister for Small and Family Business.

Launching and positioning the Roadmap



Global social capital and disaster recovery expert Professor Daniel P. Aldrich was in Australia to launch the Kangaroo Island Business Climate Roadmap in March 2023.

The event was held at Kangaroo Airport, attended by local businesspeople.

Professor Aldrich pointed out that our social connections - the networks that underpin our society and allow it to function cohesively - should be divided into the categories of bonding, bridging, and linking social capital.

Professor Aldrich's work explores these ties in disaster-struck areas, and argues that businesses are "critical assets" in local communities, providing the foundation for employment, goods and services, and opportunities for social connections.

Through upskilling and empowering businesspeople, the overall resilience of communities is strengthened.

Coinciding with the physical launch was a State Government announcement about the free digital resource featuring a series of case studies drawn from the Island's tourism, hospitality, and agriculture operators.

This announcement helped to strongly position the Roadmap as a trusted tool for the Kangaroo Island business community.

“DURING SHOCKS AND CATASTROPHE, NEIGHBOURS, BUSINESS OWNERS, CLUBS, SCHOOLS, AND FAITH-BASED ORGANISATIONS SERVE AS THE BEDROCK OF RECOVERY.

THIS IS BECAUSE THE SOCIAL CONNECTIONS IN THE COMMUNITY – NOT ITS ROADS, BRIDGES, OR DAMS – HELP COORDINATE ACTIONS, PROVIDE INFORMATION AND ASSISTANCE, AND GUARANTEE A BOTTOM-UP VISION FOR POLICY DECISIONS.”

Professor Daniel P. Aldrich.



Next Steps

While the project phase formally concluded on 31 March 2023, the Kangaroo Island Business Climate Roadmap has become a long-term initiative for the Kangaroo Island Business Hub.

The Kangaroo Island Business Hub will lead the Roadmap roll-out across the local community with support from other business networks such as the Kangaroo Island Business and Brand Alliance (KIBBA), Agriculture Kangaroo Island (AgKI), and Kangaroo Island Tourism Alliance (KITA).

A sustainability plan has been created to support embedding the Kangaroo Island Business Climate Roadmap across the local business community for the next three years, ending 30 June 2026.

Currently there are 738 registered businesses* on Kangaroo Island.

Acknowledging a percentage of these are non-active, the Kangaroo Island Business Hub is aiming to get 650 businesses to participate in the Kangaroo Island Business Climate Roadmap over the next three years.

This has been broken down into the following participation targets:

- FY 23/24 - 200 businesses
- FY 24/25 - 250 businesses
- FY 25/26 - 200 businesses

A strategic calendar set up around local seasonality and vulnerability priorities will be developed and led by the Kangaroo Island Business Hub to highlight and raise awareness about the 16 micro-learning module topics.

Going forward, Resilient Ready will share monthly Kangaroo Island Business Climate Roadmap participation data with the Kangaroo Island Business Hub in accordance with privacy laws. This data will support how the Kangaroo Island Business Hub drives local conversations and connections about the findings.

During this time, the Kangaroo Island Business Hub and Resilient Ready will also strategically review the benefits and impact of the Roadmap and explore future growth and funding opportunities.

While the Kangaroo Island Business Hub will lead delivery of the Roadmap, it will require a collective responsibility to meet the targets and ensure the tool builds effective knowledge and skills across the Kangaroo Island business community.

To achieve this outcome, the Kangaroo Island Business Climate Roadmap will be integrated into future planning, strategies and other Kangaroo Island initiatives led by local business networks and local and state government bodies.

*The definition of a KI business is one that is actively trading from Kangaroo Island.

“FOLLOWING CATASTROPHIC BUSHFIRES ON KANGAROO ISLAND IN 2019/20, I’M PROUD TO BE SUPPORTING PROACTIVE WAYS TO MITIGATE ANY FUTURE BUSHFIRE AND DISASTER RISK.

I ENCOURAGE ALL BUSINESS OWNERS AND TOURISM OPERATORS TO ACCESS THIS NEW RESOURCE AND ENSURE THEY HAVE A PLAN TO PROTECT PROPERTY, LIVES, AND OTHER INVESTMENTS FOR ANY FUTURE NATURAL DISASTER.”

Joe Szakacs MP, Minister for Emergency Services.



Summary

We know from our initial findings that the Kangaroo Island business community has room to grow and become better connected, and the Kangaroo Island Business Climate Roadmap will play a key role in fostering those connections.

Recognising the impact of climate change not only on the environment, but on the way local businesspeople run their businesses, has been an important realisation for the Island business community as owners and operators find new ways of trading.

As a local priority, there is scope to share climate adaptation knowledge beyond the agriculture sector and satisfy a demand for relevant insurance information and guidance across the business community.

By learning from each other, Kangaroo Island's businesspeople can build resilience across the Island's community and help each other's enterprises thrive.

Peer-to-peer supported micro-learning resonates with the Kangaroo Island business community, cutting through disaster fatigue and allowing time-poor businesspeople to learn in their own time at their own pace, from their own community.

We are confident the openness to this learning approach will encourage greater take-up of the Kangaroo Island Business Climate Roadmap, and seed connectivity and collaboration opportunities within the business community on Kangaroo Island – driving greater engagement and building local resilience in a sustainable way.



Contributors



Renae Hanvin,
CEO + Founder, Resilient Ready

Renae founded her first certified social enterprise, corporate2community, in 2018, motivated by her personal experience of disasters and understanding of the role businesses can play in helping Australian communities before, during and after impacts. After successfully running corporate2community for several years, she re-branded the social enterprise to Resilient Ready in 2022. As a leading partnership broker between industry and government, Renae shapes private sector solutions while bolstering government efforts in the delivery of community resilience-led outcomes.



Daniel P. Aldrich
Director, Security and Resilience Studies Program;
Professor, Political Science and Public Policy

Daniel is an award-winning author who has published five books, more than ninety peer reviewed articles, and written op-eds for The New York Times, CNN, Asahi Shinbun, along with appearing on popular media outlets such as CNBC, MSNBC, NPR, and HuffPost. Daniel has spent more than five years carrying out fieldwork in Africa, Asia, and the Middle East and his research has been funded by the National Science Foundation, the Fulbright Foundation, and the Abe Foundation. Daniel is a volunteer advisor and delivery partner at Resilient Ready.



David Parsons
Founder, Crisis Management Australia

David is an experienced crisis management expert, and a volunteer advisor and delivery partner at Resilient Ready. David has had an extensive career in emergency management at the local, state, and national government level and in the corporate sector. He is a founding partner of Response and Recovery Aotearoa New Zealand, which provides emergency management leadership training throughout New Zealand. David is an Adjunct Lecturer at the Australian Graduate School of Policing and Security Studies at Charles Sturt University.



Maria Waters
Kangaroo Island Business Hub Coordinator

Maria runs the Kangaroo Island Business Hub, which provides businesses with free support, information, coaching and mentoring to help them build and grow sustainable businesses. She also chairs the Board of the Kangaroo Island Business & Brand Alliance, a not-for-profit incorporated body that undertakes initiatives and drives collaboration and networking to make a measurable difference to Kangaroo Island's economic prosperity.

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