

# The *Sharing Responsibility* project... so far

Blythe McLennan, John Handmer

Centre for Risk and Community Safety, RMIT University, Victoria



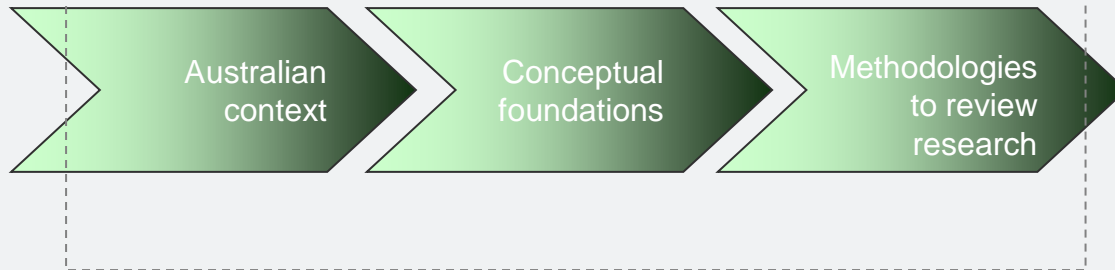
# The approach

<b>It's a wicked problem</b>	We need to understand how the problems and solutions are framed
<b>It's a common problem</b>	We can draw lessons from other experiences with it

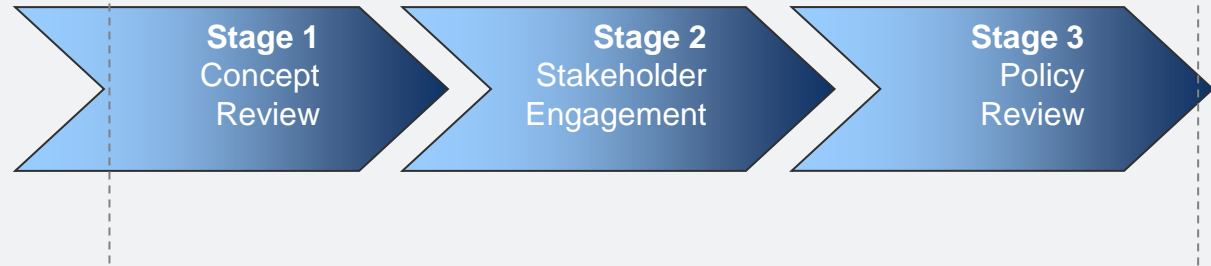
1. What do we mean by 'shared responsibility'?
  2. How do we understand the challenges for sharing responsibility?
  3. Are there alternative ways of responding to the problems of sharing responsibility that we might not have considered?
  4. Are any of them useful in Australian FEM context?
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- ❑ **Stimulate new ways of thinking about goals and process of sharing responsibility**

# The first year

## Groundwork

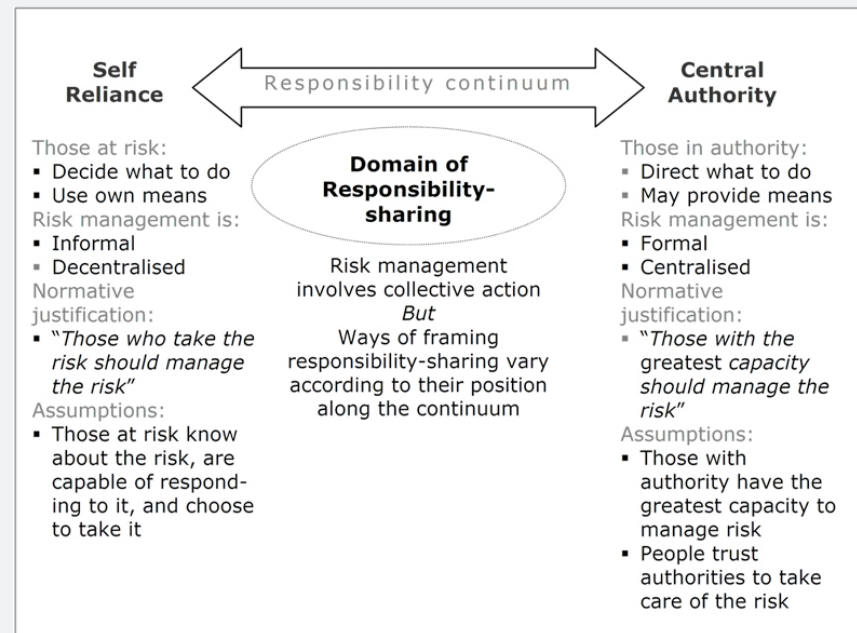


## Research stages



- ❑ Royal Commission reframed shared responsibility away from emphasis on self-reliance of at-risk communities towards greater degree of responsibility for authorities
- ❑ Particularly when fire conditions are extreme and where vulnerable people are at risk
- ❑ Different assessment of where capacity for some aspects of risk management lies

**Figure 1:** The responsibility continuum for risk management



- ❑ Lack of attention to the way literature reviews are carried out means they can reveal as much about the reviewer's views and interests as the status of current knowledge
- ❑ Without awareness of how a literature review was carried out and what choices the reviewer made (and why), end users have no basis for evaluating the review's quality, partiality or relevance for their own practical purposes



School of Mathematical and Geospatial Sciences

## Reviewing research for policy-making and practice

A discussion paper for the Australian emergency management industry

March 2011

Blythe McLennan and John Handmer



**Table 3.1:** Ten master frames in research for the challenge of sharing responsibility

Master frame	The underlying challenge
<b>1. Social dilemma</b>	Overcoming tensions between private, short-term gains and collective, long-term benefits in collective action
<b>2. Normative standards</b>	Establishing clear and appropriate moral and legal standards for determining obligations and assessing accountability
<b>3. Social contract</b>	Determining an appropriate balance in the rights and responsibilities of citizens and the State
<b>4. Governance</b>	Forming appropriate and legitimate decision-making processes for negotiating responsibilities
<b>5. Social capacity</b>	Building social capacity and resilience amongst those at-risk to take on responsibility
<b>6. Attribution</b>	Understanding and influencing styles and biases in the way people attribute cause and blame
<b>7. Sociocultural context</b>	Acknowledging and responding to the ways risk and responsibility are understood and valued in particular sociocultural contexts
<b>8. Distribution</b>	Reducing inequality and vulnerability in the distribution of resources and power to manage risk
<b>9. Practice</b>	Devising structures and processes to work together effectively in practice
<b>10. Complex systems</b>	Confronting emergence and uncertainty in complex, dynamic risk management systems

- ❑ How does research understand challenges for sharing responsibility in collective risk management (and what to do about them)?
- ❑ Identified ten ‘master frames’
  - ❑ A guiding framework for frame-critical analysis

# Stage 2 policy review

- ❑ What mechanisms have been used to shape institutions for sharing responsibility in collective risk management in other contexts? How did framing influence them?
- ❑ Seven types – often used in packages
  - ❑ Achieving predetermined goals v.s. negotiating what the goals should be
  - ❑ Two levels of framing: problem and process

**Table 3.3:** Overview of mechanisms for sharing responsibility

Type	Examples
<b>1. Vision statements</b>	<ul style="list-style-type: none"> <li>▪ National strategies and policies</li> <li>▪ Mission statements</li> <li>▪ Social and ethical codes</li> </ul>
<b>2. 'Hard' laws and regulations</b>	<ul style="list-style-type: none"> <li>▪ Constitutions</li> <li>▪ Charters</li> <li>▪ New, amended or extended laws</li> <li>▪ Regulation</li> </ul>
<b>3. 'Soft' interventions</b>	<ul style="list-style-type: none"> <li>▪ Financial incentives and disincentives</li> <li>▪ Direct government delivery of public services</li> <li>▪ Informational/persuasive campaigns</li> </ul>
<b>4. Contracts and agreements</b>	<ul style="list-style-type: none"> <li>▪ Treaties and conventions</li> <li>▪ Legally-binding voluntary contracts</li> <li>▪ Public-private partnerships</li> <li>▪ Agreed declarations of intent</li> <li>▪ Social relationships of reciprocity</li> </ul>
<b>5. Collective inquiry &amp; decision-making</b>	<ul style="list-style-type: none"> <li>▪ Votes</li> <li>▪ Formal public inquiries</li> <li>▪ Public consultation</li> <li>▪ Deliberative/collaborative decision-making</li> </ul>
<b>6. Organisations and associations</b>	<ul style="list-style-type: none"> <li>▪ New or restructured department, committee, association or overseeing body</li> <li>▪ Multi-party partnerships and collaborations</li> <li>▪ Policy networks</li> <li>▪ Interagency coordination and collaboration</li> </ul>
<b>7. Social norms</b>	<ul style="list-style-type: none"> <li>▪ Workplace/ professional culture</li> <li>▪ Traditional knowledge/ management regimes</li> <li>▪ Emergent organisation and leaders</li> <li>▪ Social movement/ protest</li> </ul>



# Some examples

## Vision statements

**Hard work makes me the REAL man...**



**Sex can wait!**

**Lets beat HIV/AIDS, STIs and Teenage Pregnancy**

HEART




UNDP

International Labour Organization

Decent work in Latin America and the Caribbean

**Work and Family:**

Towards new forms of reconciliation with social co-responsibility



'Soft' interventions

'Hard' laws & regulation

ROAD FREIGHT USER'S GUIDE TO:

**Protecting Yourself Under the Chain of Responsibility**

Chain of Responsibility (CoR) legislation extends the general liability for offences to road freight consignors, receivers, packers and loaders. Rather than pursue the 'soft target' on the roadside – truck drivers and operators – authorities can investigate along the supply chain and up and down the corporate chain of command. The days of 'all care and no responsibility' are over. This guide sets out some basic steps road freight users should consider to 'protect' against prosecution.

**What is the chain of responsibility?**

Drivers and operators have traditionally been the focus of road laws. However, breaches are often caused by the actions of others. Under CoR, complying with the law is a shared responsibility. Anybody – not just the driver – who has control over the transport task can be held responsible for breaches of road laws and may be legally liable.

CoR is similar to the legal concept of 'duty of care' that underpins Occupational Health & Safety (OHS) law. This approach has long been used by the courts to impose liability in negligence and damages claims.

CoR legislation is already a feature of laws covering mass and dimension limits, load restraint requirements, driving hours and dangerous goods laws (check status with relevant road agencies). The laws are likely to be expanded in the future for fatigue, speeding and vehicle standards.

Penalties and sanctions range from formal warnings to court-imposed fines and penalties relating to the commercial benefits derived from offences. Supervisory intervention orders and prohibition orders banning individuals from the industry can be applied to 'persistent or systematic' offenders.

**What are my responsibilities?**

If you exercise control or influence over the transport task you can be held legally liable for your actions, inactions or demands if they have caused or contributed to a breach. The law requires you to take all reasonable steps to prevent your conduct from causing or contributing to a breach.

In addition, the law also prohibits you from:

- making demands that you know or ought to know would cause a breach;
- coercing, inducing or encouraging breaches; and
- passing on false or misleading information that could cause a breach.

**What do I need to do?**

You should ensure that you can demonstrate reasonable steps are taken to prevent a breach occurring. There are no limits to the ways in which you can do this. What constitutes reasonable steps will vary according to each individual's circumstances.

You may need to change the way you do business. Taking reasonable steps could include:

- developing an industry code of practice;
- use of accreditation schemes;
- reviewing your business practices;
- changing your commercial arrangements; or
- adopting a risk management approach.

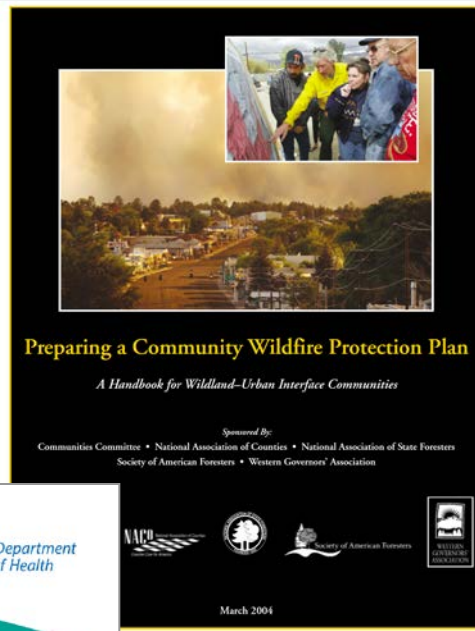


**NTC AUSTRALIA**  
National Transport Commission



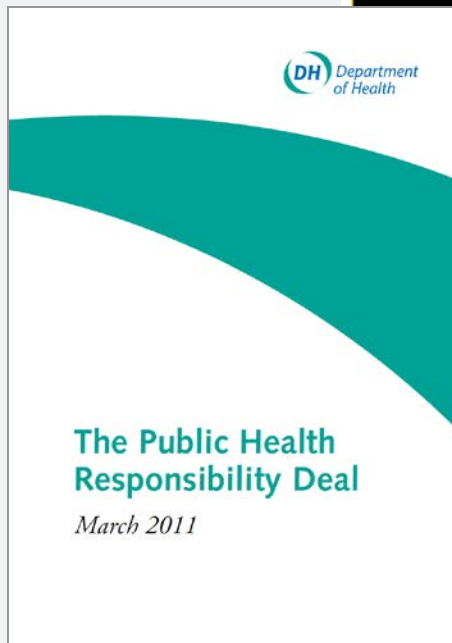
# More examples

Collective  
inquiry &  
decision-  
making



E.g. Workplace culture of Swedish railway technicians

Social norms



Organisations  
& associations

Contracts &  
agreements

特定非営利活動法人  
**SEEDS Asia**

シーズ・アジア(SEEDS Asia)は、アジアの災害リスク軽減や環境問題に取り組むNPOです。  
SEEDS Asia, an NPO working towards environmental management and disaster risk mitigation.

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SEEDS Asiaとは  
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世界の災害のうち40%はアジアで発生しています。  
世界の災害による死者の60%はアジアの人々です。  
世界の災害被災者の90%はアジアに集中しています。

私たちは、コミュニティの開発・災害・環境問題について  
アジアの視点で国際協力を行うNPOです。

SEEDS Asia  
Towards Safer Communities.

- ❑ Tying up what's been done...
  - ❑ Test and communicate ideas from the reviews in peer-reviewed publications
  
- ❑ Moving on... two streams
  - ❑ Stimulate frame-reflection – workshopping the idea of shared responsibility
  - ❑ Evaluate mechanisms for Australia – needs detailed understanding of context
  
- ❑ **Stage 4** – Two Australian case studies
- ❑ **Stage 5** - Evaluate mechanisms for Australian context

- ❑ McLennan, B., & Handmer, J. (2011). *Mechanisms for sharing responsibility: a report of the Sharing Responsibility project*. Melbourne: RMIT University & Bushfire Cooperative Research Centre.
- ❑ McLennan, B., & Handmer, J. (2011). *Framing challenges for sharing responsibility: a report of the Sharing Responsibility project*. Melbourne: RMIT University & Bushfire Cooperative Research Centre.
- ❑ McLennan, B., & Handmer, J. (2011). *Reviewing research for policy-making: A discussion paper for the Australian fire and emergency management industry*. RMIT University & the Bushfire Cooperative Research Centre. Melbourne.
- ❑ McLennan, B., & Handmer, J. (In-press). Re-framing responsibility-sharing for bushfire risk management in Australia after Black Saturday. *Environmental Hazards*. doi: 10.1080/17477891.2011.608835
- ❑ McLennan, B., & Handmer, J. (2011). *Annual report: the first year of the Sharing Responsibility project*. Melbourne: RMIT University & Bushfire Cooperative Research Centre.
- ❑ Where available, copies can be found at:  
<http://www.bushfirecrc.com/projects/1-3/sharing-responsibility-component-mainstreaming-fire-and-emergency-management-across-pol>

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