

Masterclass 2:
Building resilience
together:
Public-private
partnerships

**National Emergency
Supply Agency Finland**



Agenda

Introduction & context

Study tour Finland 2024

The Finnish safety system:

- National Emergency Supply Agency (NESA)
- Comprehensive Security Model
- National Emergency Supply Organisation (NESO)

Key insights and lessons for the Netherlands

- Conclusions study tour Finland
- Actions following study trip to Finland

Next steps Kopgroep 2026



Kim Vrielink

Partner Deloitte

- └ Whole-of-Society Lead
- └ Defence & Security
- └ Resilience
- └ Digital & Data-Driven Transformation

Als er een crisis uitbreekt, weten de Finnen wat ze te doen staat

Oorlogsdreiging Finland verschilt aanzienlijk van Nederland, en toch kunnen we volgens *Sjoerd van der Smissen* een hoop van het land leren als het gaat om weerbaarheid.

28 februari 2025 • Leestijd 3 minuten

Luisteren

Leeslijst



▲ Hoe redt Rotterdam zich tijdens een langdurige stroomstoring? © Tubantia

72 uur zonder stroom, Rotterdammers denken mee hoe je moet handelen: 'Belangrijk om je voor te bereiden'

Marjolein Kooyman

25 mei 2025, 14:00 • Laatste update: 25 mei 2025, 14:43

REPORTAGE

In Hoek van Holland wordt zelfredzaamheid sámenredzaamheid. 'De overheid komt wel, maar wat doe je in de tussentijd?'

Weerbaarheid Vrijwel alle huishoudens in Nederland hebben het paarse boekje in. Daarin staat wat je moet doen in geval van n. Daarin staat wat je moet doen in geval van n, praten de inwoners van Hoek van Holland. e weerbaarder."

ZMIN • SECURITY

Coalitie van 22 organisaties moet Nederland weerbaarder maken



LAURENS VAN AGGELEN
Dec 13, 2024, 10:18 AM GMT+1

IN BEELD

Bedrijven moeten in 'een oorlogs-mindset' komen – maar hoe dan?

Economische weerbaarheid Ook het bedrijfsleven moet zich van NAVO-topman Mark Rutte voorbereiden op een mogelijke oorlog. Maar hoe kunnen ondernemers en bestuurders concrete stappen zetten voor betere weerbaarheid?

Wouter van Noort

20 december 2024 • Leestijd 5 minuten

The Kopgroep

Coalition National Resilience and Security

Due to increasing (geo)political and economic tensions, the urgency for Dutch resilience is growing. That is why the National Resilience and Security Kopgroep was launched in 2024: 25+ public and private organizations working together on concrete actions for a resilient and safe Netherlands



De Kopgroep strategy cascade

Translating ambition to objectives, priorities and initiatives

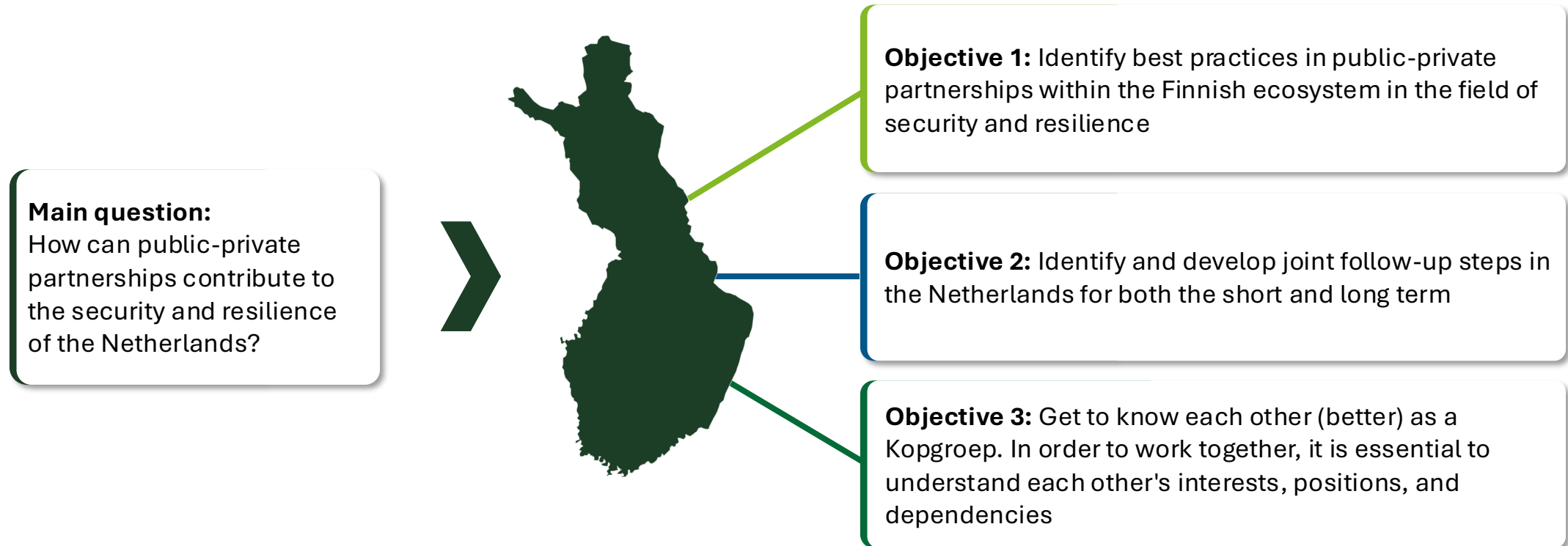




Study tour Finland

Study tour Finland

22 organizations on exploratory mission into public-private partnerships for resilience



National Emergency Supply Agency (NESAs)

Central government organization for a shockproof Finland



Huoltovarmuuskeskus
Försörjningsberedskapscentralen
National Emergency Supply Agency



Mission: Collaborate with public and private parties to safeguard the vital functions of society in times of crisis and to continue normal life with minimal disruption



Part of the **Finnish Ministry of Economic Affairs and Employment**



Income from the strategic stockpile fee
€ 37.7 M



Turnover
€ 59.6 M



Balance sheet
€ 2.2 B



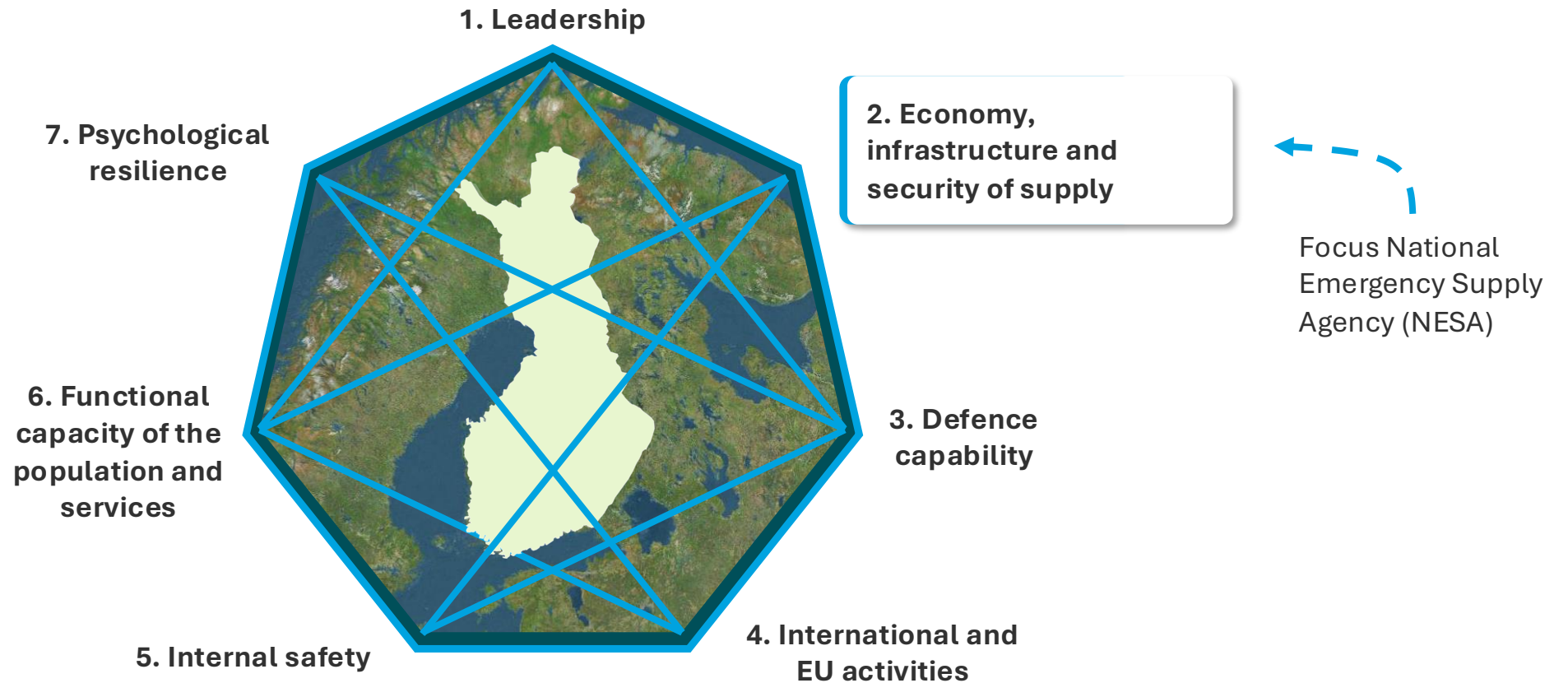
Number of employees
100



Companies and communities in the security of supply network
1500

Comprehensive Security Model of Finland

The seven vital functions for a resilient society



National Emergency Supply Organisation (NESO)

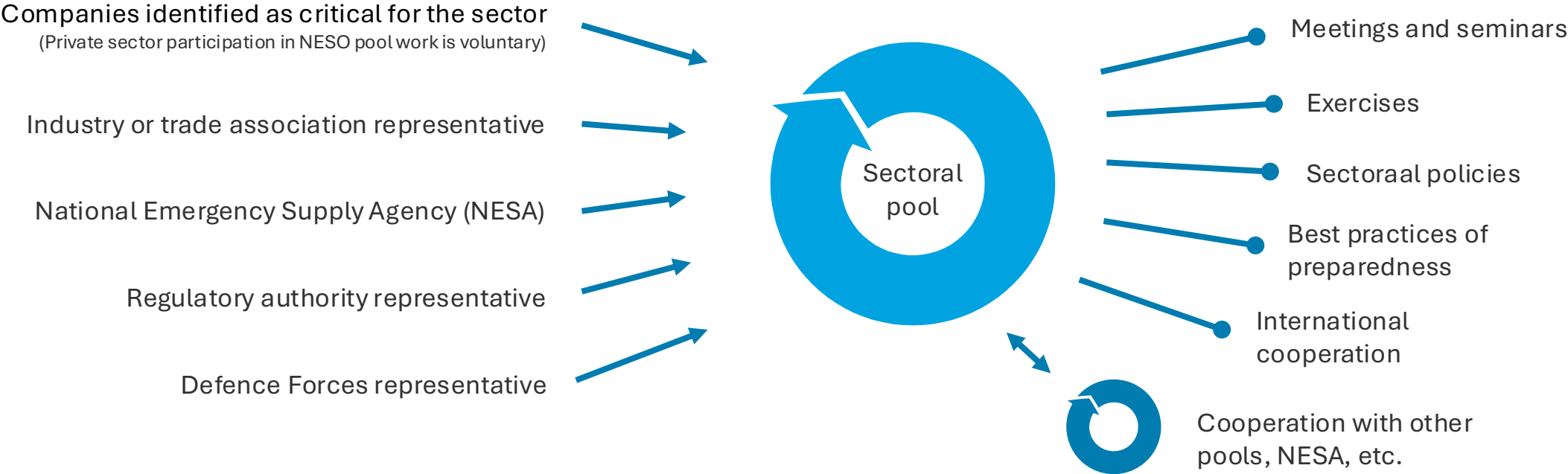
Public-private cooperation in security of supply



NESO: Collaboration in pools

Organisations collaborate in 'sectoral pools'

Cooperation between the public sector, private sector, and citizens is organized in three ways: regulated, contractual, or voluntary. Cooperation takes place at the national, regional, and local levels





Key insights and lessons for the Netherlands

Recap: Key insights from Finland's safety system

Responsibilities are distributed across multiple organizations

National Emergency Supply Agency

- NESA is a central government agency under the **Ministry of Economic Affairs and Employment**
- It is responsible for **safeguarding critical supplies** and societal functions during **crises**



The Security Committee

- The Security Committee is a cross-government cross-sector body under the **Ministry of Defence**
- It sets the **national security strategy** based on the Comprehensive Security Model



Hybrid Center of Excellence

- Hybrid CoE is an **international expert hub** based in Finland
- It conducts **research**, provides training, and shares best practices to **counter hybrid threats** across Europe



Finnish lessons for the Netherlands

The key lessons concern context, leadership and collaboration

Dutch context

- **Urgency** is felt less strongly
- Safety and resilience are **less culturally and historically embedded**
- A **widely shared narrative** is lacking

Leadership in the Netherlands

- **Responsibilities** are unclear
- A **lack of overall coordination** and management
- **Deliberative structures are fragmented** and do not align with each other
- Structural **information sharing** on threats and stockpiles **is lacking**

Collaboration in the Netherlands

- **Public and private sectors** do not come together structurally enough
- The business community must be **involved at an early stage**
- Clear **frameworks and forms of cooperation are lacking** (regulatory, contractual, voluntary)
- There is great willingness among private parties, but a **need for direction and points of contact**

Actions following study tour Finland

Inspired by the trip and each other, we have jointly identified ideas to develop further



Financial Resilience



**Cross-chain BCM
hybrid threat**



**Crisis recovery and
logistics chains**



**Blueprint HNS
Rotterdam**



**Exploration of Sec Commen
NESAs to NL**



**Resilience points in
neighborhoods**



**Food security
contingency plan**



Resilience structure



**National Council for
Resilience**



Emergency grid



72-hour blackout scenario



72 hours without
power from a system
perspective

Strong together

Preventing 72 hours without power from disrupting the Netherlands

Tuesday afternoon: Suddenly, there is a power outage in your region. NL-Alert reports a large-scale disruption lasting at least 24 hours, possibly longer. Digital communication will remain available for a few more hours, and then everything will go silent. How will you adapt? How will your organization contribute to limiting social and economic damage?

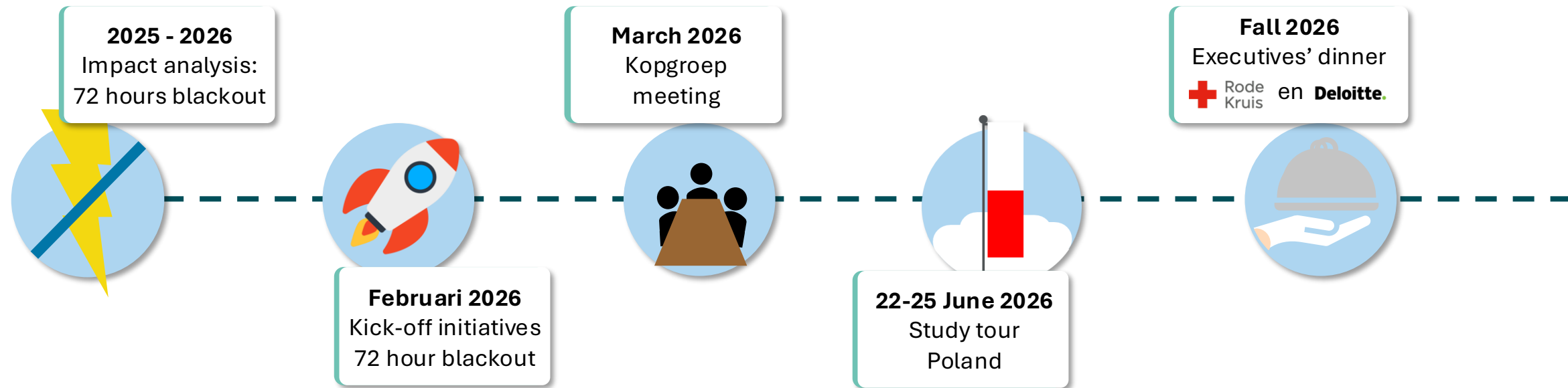




Next steps Kopgroep 2026

The Kopgroep: Next steps for 2026

In 2026, the Kopgroep will strengthen its foundation for cooperation to ensure a safe and resilient Netherlands



An aerial photograph of a dense forest with a central pond. The forest floor is covered with numerous small, glowing green dots, which appear to be lights or sensors. The pond is dark and reflects the surrounding greenery. In the center of the image, there is a white rounded rectangle containing the text "Questions?".

Questions?

Deloitte.

