



ASSESSMENT OF ADOPTION OF EMERGENCY RESPONSE PLANS IN COMMERCIAL FACILITY MANAGEMENT IN LAGOS STATE, NIGERIA

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ABSTRACT: *This study assessed the adoption of Emergency Response Plans (ERPs) in commercial facility management across Lagos State, examining the extent of implementation and the organisational factors shaping preparedness. A quantitative design was employed with a stratified sample of facility managers, safety officers and administrative staff; 148 valid responses were analysed using descriptive statistics, correlation and multiple regression. Findings show high adoption for fire safety plans, alongside strong attention to hazardous materials and power failures, whereas business continuity and cybersecurity plans remain comparatively weak. Adoption patterns indicate a sector that is largely compliance- and incident-driven, with variable depth of practice across facilities. Inferential results demonstrate that management support, funding and training significantly influence ERP implementation, underscoring the centrality of internal organisational capacity to sustained preparedness. The study concludes that progress has been made on life-safety and operational risks, but institutionalising multi-hazard resilience and continuity requires stronger governance, culture, and capability development.*

KEYWORDS: Emergency response plans, Facility management, Lagos state, Organisational preparedness, Business continuity.



INTRODUCTION

The growth of cities in the twenty-first century has intensified the need for systematic safety management in commercial facilities. Lagos State, Nigeria's economic nerve centre, exemplifies this reality. As the city expands in population and economic activity, it simultaneously accumulates vulnerability to diverse emergencies, including fires, flooding, structural collapse, gas explosions, and public-health incidents. These occurrences threaten human lives, property, and business continuity. The urban density, infrastructural strain, and regulatory complexity of Lagos make the establishment of effective Emergency Response Plans (ERPs) an essential component of facility management and urban resilience. Emergency response planning refers to the process of preparing for potential hazards by defining roles, responsibilities, communication lines, and recovery strategies in order to minimize casualties and damage when crises occur. The Nigeria Centre for Disease Control (2020) defines an ERP as a systematic and coordinated approach that outlines the procedures, resources, and organisational structures required to manage emergencies efficiently. Within commercial environments, ERPs provide a roadmap for identifying risks, conducting evacuation drills, coordinating with first responders, and ensuring rapid recovery after an incident. By integrating prevention, preparedness, and response mechanisms, ERPs serve as the backbone of operational safety for modern buildings.

Despite policy frameworks and the existence of state institutions such as the Lagos State Emergency Management Agency (LASEMA) and the Lagos State Safety Commission (LSSC), the adoption of comprehensive ERPs across Lagos's commercial facilities remains uneven. Large corporate offices, international hotels, and high-end shopping malls tend to have formalised response procedures, while many small and medium-sized facilities rely on improvised or outdated safety measures (Sholanke, Fatoki & Adeleke, 2025). This disparity reflects both institutional and behavioural factors influencing compliance with safety standards. Studies have shown that regulatory enforcement in Lagos, though improving, is still inconsistent, and coordination between safety agencies and private facility managers is frequently weak (Daramola, 2025). The frequency of disasters within the city underscores the urgent need for structured preparedness. Repeated fire outbreaks in major markets, recurring urban floods, and high-profile building collapses demonstrate the cost of poor planning. In 2022, the Balogun Market inferno destroyed property worth billions of naira, displacing hundreds of traders and interrupting commercial activities across the state (Vanguard, 2025). Such incidents reveal the systemic fragility of Lagos's built environment and raise questions about the effectiveness of existing emergency-management policies. They also expose the limitations of reactive approaches that prioritise response after a disaster rather than prevention and preparedness.

Emergency Response Plans bridge this gap between policy and practice. According to Ogundare (2025), an ERP provides a structured framework that enables facility managers to coordinate preventive actions, emergency communication, and post-incident recovery. The inclusion of clear evacuation maps, communication protocols, and periodic drills fosters an organisational culture of readiness. Moreover, collaboration with agencies such as LASEMA ensures that facilities are not isolated actors during emergencies but part of a wider city-level response network. However, institutional cooperation often falters due to overlapping mandates, bureaucratic bottlenecks, and limited technical capacity within both private and public sectors (Lagos State Safety Commission, 2025). Lagos's vulnerability to emergencies is not only a technical concern but also a developmental and economic issue. Disasters disrupt



supply chains, inflate insurance costs, and erode investor confidence in the city's commercial property market. Adeleye (2020) observes that recurrent fires and structural failures in Nigerian cities reflect the absence of routine safety audits and poor maintenance culture among facility owners. In this regard, effective ERP adoption becomes both a moral obligation and an economic necessity. For government institutions, enforcing ERP compliance enhances public trust and reduces post-disaster expenditure. For private facility managers, it ensures business continuity, reputation management, and alignment with international best practices.

Globally, facility-management standards have evolved to prioritise safety and sustainability. ISO 41001, introduced as the international benchmark for facility management systems, encourages organisations to embed risk assessment, emergency planning, and continual improvement processes into their operational frameworks (Vertex Factocert, 2025). Applying such standards in Lagos would institutionalise accountability mechanisms and make safety audits a routine aspect of facility operations. Nonetheless, the challenge lies in contextual adaptation, balancing international frameworks with local realities such as irregular power supply, limited budgets, and inadequate professional training. Technological innovation provides promising pathways for improvement. In Lagos's premier commercial zones, smart-building systems now integrate automated fire alarms, digital sensors, and cloud-based alert mechanisms. These technologies enhance detection speed and improve communication among response teams. Mba (2025) notes that Computer-Aided Facility Management (CAFM) software allows real-time monitoring of safety equipment, while Internet of Things (IoT) devices can track environmental changes that indicate potential risks. Yet, these solutions are not widely adopted across the city due to high implementation costs and limited awareness. As a result, many facilities still depend on manual checklists and untested emergency manuals that are ineffective during real crises.

The theoretical understanding of ERP adoption can be explained through institutional theory and the theory of planned behaviour. Institutional theory posits that organisations respond to regulatory, normative, and mimetic pressures, meaning that companies are more likely to adopt ERPs when they face strong legal requirements, professional expectations, or peer examples (Adediran & Adewumi, 2024). The theory of planned behaviour complements this by suggesting that facility managers' intentions are shaped by attitudes toward safety, perceived social expectations, and confidence in their capacity to implement plans effectively. In Lagos, where limited financial and human resources often hinder safety practices, these frameworks help explain the disparity between policy compliance and practical implementation. The persistence of safety lapses across commercial facilities therefore signals a need for renewed scholarly and policy attention. This study addresses that need by assessing the extent to which commercial facilities in Lagos State have adopted ERPs, the degree of compliance with safety guidelines, and the barriers limiting full implementation. It also seeks to identify strategies that can enhance safety culture, professional training, and inter-agency coordination. The research is timely given the Lagos State House of Assembly's 2025 resolution calling for stricter enforcement of safety regulations following multiple building collapses and fire incidents (Vanguard, 2025).

In essence, the adoption of Emergency Response Plans represents a strategic investment in both human safety and economic resilience. For a rapidly expanding city like Lagos, where commercial facilities constitute a significant portion of urban infrastructure, the development and institutionalisation of ERPs are indispensable to achieving sustainable growth. Embedding these plans within everyday facility-management operations would not only safeguard lives



and property but also reinforce public confidence in Nigeria's capacity to manage the complexities of modern urban life.

Research Objectives

1. To assess the level of adoption and implementation of Emergency Response Plans (ERPs) in commercial facilities within Lagos State.
2. To examine the major factors influencing the effective adoption and execution of Emergency Response Plans among facility managers in Lagos State.

Research Questions

1. What is the current level of adoption and implementation of Emergency Response Plans in commercial facilities within Lagos State?
2. What factors influence the effective adoption and execution of Emergency Response Plans among facility managers in Lagos State?

Concept of Emergency Response Planning in Facility Management

Emergency Response Planning (ERP) forms a critical aspect of modern facility management and urban resilience. It involves a systematic process that anticipates potential emergencies, defines appropriate actions, allocates resources, and establishes communication protocols to mitigate the effects of hazards. The Nigeria Centre for Disease Control (2020) identifies ERP as an integrated system designed to prepare institutions to respond promptly and efficiently to crises through structured coordination mechanisms. Within facility management, ERPs serve as operational blueprints that ensure safety and business continuity across diverse emergencies, including fire outbreaks, flooding, structural collapse, or health-related incidents. According to Aniramu and Orimoogunje (2025), the need for ERPs has become more pronounced in metropolitan areas like Lagos, where urban expansion and poor infrastructure amplify exposure to multi-hazard risks.

The development of ERPs in facility management is underpinned by proactive risk assessment and periodic review of vulnerabilities within buildings and their surroundings. ISO 41001 (Vertex Factocert, 2025) recognises ERP as a key component of safety-orientated facility management systems, promoting continuous improvement and risk-based decision-making. A well-developed ERP encompasses preparedness measures such as staff training, safety drills, evacuation mapping, and communication flowcharts. It also involves collaboration between private facility managers and public emergency agencies. Lagos State institutions such as LASEMA and the Lagos State Safety Commission (LSSC) have provided checklists and policy frameworks aimed at mainstreaming emergency preparedness within the private sector (Lagos State Safety Commission, 2025). However, gaps remain in enforcement, especially among small and medium-sized facilities where limited funding, technical know-how, and regulatory awareness hinder full compliance (Sholanke, Fatoki, & Adeleke, 2025). In the context of Nigeria's built environment, ERP adoption is both a safety and developmental necessity. The frequent occurrence of disasters has revealed the cost of reactive emergency management strategies. For example, the 2022 Balogun Market fire in Lagos demonstrated how the absence of pre-incident coordination and limited access to functional emergency equipment worsened losses (Vanguard, 2025). Therefore, embedding ERPs into everyday facility management



operations serves not only to prevent loss of life but also to protect investments, maintain operational stability, and align facility operations with sustainable development goals. As Adeleye (2020) notes, an institution that integrates ERP into its organisational culture enhances its adaptive capacity and reduces dependency on government response systems.

Institutional and Regulatory Framework for Emergency Preparedness in Lagos State

The institutional environment in Lagos State provides the structural foundation for emergency preparedness. The Lagos State Safety Commission (LSSC) is primarily responsible for developing and enforcing occupational and building-safety standards. It issues the *Pre-Inspection Checklist for Fire Incidents*, which serves as a mandatory compliance tool for commercial facilities (Lagos State Safety Commission, 2025). Similarly, the Lagos State Emergency Management Agency (LASEMA) coordinates statewide response activities and maintains the emergency call network (112/767) that integrates fire, rescue, and disaster-management operations. Despite these frameworks, empirical evidence indicates persistent gaps between policy design and practical enforcement. Daramola (2025) found that many facilities comply superficially, submitting paperwork without implementing drills or updating their plans regularly. At the national level, the Nigeria Centre for Disease Control (2020) provides a comprehensive National Public Health Multi-Hazard Emergency Preparedness and Response Plan which outlines coordination, communication, logistics, and post-incident evaluation mechanisms. While originally intended for health emergencies, its multi-sectoral approach offers valuable lessons for commercial facilities. The plan advocates a whole-of-society model involving government, private operators, and communities, a principle equally applicable to facility management. Moreover, the Lagos State House of Assembly has continued to review and strengthen safety-related laws, calling in 2025 for stricter enforcement of building-safety regulations following repeated incidents of market fires and structural collapses (Vanguard, 2025).

However, implementation remains a challenge due to overlapping responsibilities among agencies, insufficient technical staff, and limited funding for inspections. Mba (2025) emphasises that regulatory duplication among ministries and agencies delays emergency coordination, leading to weak compliance monitoring. Furthermore, a large number of commercial properties in Lagos operate under informal ownership or tenancy arrangements, complicating accountability for safety investments. To bridge these gaps, scholars have proposed adopting integrated facility-management systems aligned with ISO 41001 standards, which combine policy, training, audit, and performance monitoring in a single operational framework (Vertex Factocert, 2025). Institutional synergy and public-private collaboration remain pivotal to ensuring that ERP policies transition from paper to practice.

Determinants of ERP Adoption in Commercial Facilities

The adoption of Emergency Response Plans among facility managers is influenced by a complex set of institutional, organisational, and behavioural factors. Institutional theory posits that organisations are motivated by coercive, normative, and mimetic pressures, where coercive pressures arise from regulations, normative pressures stem from professional expectations, and mimetic pressures result from the desire to emulate best practices (Adediran & Adewumi, 2024). In Lagos, the interplay of these forces determines the extent to which facility managers adopt and maintain ERP structures. For instance, the presence of strong enforcement mechanisms by the LSSC serves as a coercive driver, while peer benchmarking among corporate real estate



firms encourages mimetic compliance. Behavioural models, such as the Theory of Planned Behaviour, also help explain ERP adoption. This theory argues that managerial intentions depend on perceived attitudes towards safety, social norms, and perceived control over resources (Adeleye, 2020). Facility managers with higher technical knowledge, adequate budgets, and organisational support are more likely to implement ERPs effectively. In contrast, facilities operating under resource constraints, poor management commitment, or limited staff awareness tend to exhibit lower preparedness levels. Sholanke et al. (2025) discovered that lack of staff training and irregular safety audits were common barriers across Nigerian shopping malls, reinforcing the argument that capacity building is central to ERP sustainability. Furthermore, ERP adoption is often shaped by the perceived cost-benefit balance. While some organisations view safety investments as an expense, others recognise them as essential for risk reduction and reputation management. According to Aniramu and Orimoogunje (2025), companies that experienced prior incidents are more likely to formalise their ERPs due to heightened risk awareness. Similarly, international clients and insurance firms increasingly require proof of emergency preparedness before contract renewals, making ERP adoption a competitive necessity. However, gaps remain among small businesses and locally owned facilities where profit margins are low and compliance incentives are weak. Therefore, ERP implementation in Lagos demands not only legal enforcement but also education, awareness, and economic motivation that link preparedness to business continuity and cost savings.

THEORETICAL UNDERPINNING

The theoretical framework guiding this study is Institutional Theory, which provides an analytical lens for understanding how organisations conform to social rules, norms, and expectations that shape their practices. Originally advanced by scholars such as DiMaggio and Powell, institutional theory posits that organisations adopt particular structures or behaviours, not solely for efficiency, but to gain legitimacy within their institutional environments. This theory is particularly relevant to examining the adoption of Emergency Response Plans (ERPs) in commercial facility management, where compliance is influenced by regulatory, professional, and cultural pressures rather than by technical rationality alone. Institutional Theory identifies three main mechanisms that drive conformity: coercive, normative, and mimetic pressures. Coercive pressures stem from formal regulations and legal mandates that compel organisations to adopt safety measures or risk sanctions. In Lagos State, coercive pressures are evident through the Lagos State Safety Commission's Pre-Inspection Checklist for Fire Incidents and the operational mandates of the Lagos State Emergency Management Agency (LASEMA) (Lagos State Safety Commission, 2025). Normative pressures arise from professional norms and standards, such as ISO 41001 for facility management, which encourage organisations to institutionalise safety culture and structured emergency planning (Vertex Factocert, 2025). Finally, mimetic pressures occur when organisations emulate the best practices of peers that are perceived as successful or legitimate, often leading to the diffusion of ERP practices among facility managers seeking recognition and competitiveness. This theoretical lens helps explain why ERP adoption in Lagos's commercial facilities often varies according to organisational size, ownership structure, and regulatory exposure. Larger corporations with stronger stakeholder visibility tend to institutionalise formal safety procedures, while smaller enterprises exhibit reactive or symbolic compliance. Thus, Institutional Theory reveals that ERP implementation is not purely a matter of capability but



also of legitimacy-seeking behaviour shaped by social and regulatory contexts (Adediran & Adewumi, 2024; Sholanke, Fatoki, & Adeleke, 2025).

RESEARCH METHODOLOGY

The study employed a quantitative research design to measure and analyse the extent of Emergency Response Plan (ERP) adoption among commercial facilities in Lagos State, Nigeria. This approach enabled the collection of numerical data suitable for statistical analysis to reveal patterns, relationships and variations across facility types, thereby supporting precision, replicability and generalisability. The population comprised facility managers, safety officers and administrative personnel in shopping malls, corporate offices and hotels within the Lagos metropolis. To ensure fair representation, a stratified random sampling technique was used. Strata were defined by geographical location (mainland and island), facility size and ownership type to capture the sector's diverse operational realities. A final analytical sample of 148 respondents was selected to provide adequate statistical power.

Data were collected with a structured questionnaire using a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5). The instrument covered demographics, ERP awareness, frequency of drills, resource adequacy and organisational support for emergency planning. Prior to administration, subject-matter experts reviewed the questionnaire for clarity and content relevance. Data analysis was conducted using descriptive statistics, including frequencies, percentages, means and standard deviations, to summarise ERP adoption patterns. Inferential tests, specifically Pearson product-moment correlation and multiple regression, were applied to examine the relationships between organisational factors such as management support, training and regulatory compliance, and ERP adoption levels. Instrument reliability was assessed using Cronbach's alpha, with 0.70 set as the minimum acceptable threshold. Ethical procedures were observed throughout the study. Participation was voluntary, informed consent was obtained, and confidentiality and data protection were maintained for all respondents.

RESULTS

Table 1: Profile of Facility Management Firms

Characteristics	Classification	Frequency	Percentage (%)
Gender	Male	85	57.4
	Female	63	42.6
	Total	148	100.0
Highest Academic Qualification	HND	13	8.8
	PGD	37	25.0
	Bsc/B.Tech	44	29.7
	Msc/M.Tech	45	30.4
	PhD	9	6.1
	Total	148	100.0
Years of Operation	1-5	28	18.9
	6-10	46	31.1



	11-15	36	24.3
	16-20	29	19.6
	Above 20	9	6.1
	Total	148	100.0
Professional Membership	IFMA	50	33.8
	NIESV	6	4.1
	IFMA Nigeria	40	27.0
	All of the Above	52	35.1
	Total	148	100.0
Ownership Structure	Sole Proprietorship	59	39.9
	Partnership	29	19.6
	Limited Liability Company	38	25.7
	Multi-national company	22	14.9
	Total	148	100.0
Staff Strength	1-5	7	4.7
	6-10	25	16.9
	11-15	25	16.9
	16-20	52	35.1
	Above 20	39	26.4
	Total	148	100.0
Area of Coverage	Mainland	105	70.9
	Island	27	18.2
	Both	16	10.8
	Total	148	100.0
Plan for emergency response	Always	54	36.5
	Often	55	37.2
	Rare	30	20.3
	Never	9	6.1
	Total	148	100.0

Source: Author's Fieldwork, 2025.

The demographic analysis in Table 1 reveals several important insights about the characteristics of facility management firms operating within Lagos State. Out of the 148 firms that responded to the survey, 57.4% were male-led, while 42.6% were female-led, indicating that although the profession remains slightly male-dominated, female participation is increasingly visible, reflecting broader trends in professional diversification. In terms of educational qualifications, most respondents possess higher academic credentials, with 30.4% holding master's degrees and 29.7% bachelor's degrees. This educational distribution suggests a relatively well-qualified management workforce, capable of understanding technical and administrative dimensions of facility operations. Only 8.8% hold HND qualifications, while 6.1% possess doctoral degrees, showing that advanced academic training is valued within the sector. The years of operation data indicate that 31.1% of firms have operated for 6–10 years, and 24.3% for 11–15 years, suggesting a strong representation of medium-aged firms with substantial operational experience. A smaller portion (18.9%) are relatively new (1–5 years), while 6.1% have been in existence for more than 20 years. This pattern demonstrates both industry growth and institutional maturity in Lagos' facility management sector.



Regarding professional membership, 33.8% of respondents belong to the International Facility Management Association (IFMA), while 27% belong to IFMA Nigeria, and 35.1% belong to multiple professional bodies. This indicates active engagement with global and national professional networks that promote standardisation and knowledge sharing. The ownership structure shows that 39.9% of the firms are sole proprietorships, while 25.7% operate as limited liability companies and 14.9% as multinationals. This mix suggests that local entrepreneurship dominates the sector, although corporate and international participation remains significant. In terms of staff strength, 35.1% of the firms employ 16–20 workers, while 26.4% have more than 20 employees, indicating a concentration of medium-sized firms. Most operate primarily on the Lagos mainland (70.9%), with fewer located on the island (18.2%) or serving both areas (10.8%), which mirrors the city's spatial distribution of commercial real estate. Finally, regarding emergency response planning, 73.7% of firms reported that they always or often have a plan for emergencies, while only 6.1% admitted having no plan at all. This suggests a generally positive culture of preparedness, aligning with regulatory expectations for safety compliance and facility resilience.

Table 2: Various Emergency Response Plan Adopted in Commercial Real Estate Facilities

S/N	Various Emergency Response Plan	SA (5)	A (4)	U (3)	D (2)	SD (1)	Mean Score	Std. Deviation	Ranking
1.	Fire emergency response plan	73	57	3	8	7	4.2230	1.05509	1 st
2.	Hazardous material spill and chemical incident response plan	69	54	4	20	1	4.1486	1.03913	2 nd
3.	Power outage and utility failure response plan	71	50	7	17	3	4.1419	1.07545	3 rd
4.	Natural disaster response plan	62	62	9	10	5	4.1216	1.02290	4 th
5.	Structural collapse and building failure response plan	74	44	6	18	6	4.0946	1.17998	5 th
6.	Emergency communication plan	63	57	9	15	4	4.0811	1.06594	6 th



7.	Workplace violence and conflict management plan	68	48	6	24	2	4.0541	1.12959	7 th
8.	Medical emergency response plan	62	52	12	21	1	4.0338	1.06532	8 th
9.	Security threat and terrorism response plan	55	66	5	20	2	4.0270	1.03639	9 th
10.	Pandemic and infectious disease response plan	63	53	9	18	5	4.0203	1.13371	10 th
11.	Cybersecurity and data breach response plan	61	54	8	21	4	3.9932	1.13387	11 th
12.	Bomb threat and suspicious package response plan	63	45	10	27	3	3.9324	1.18759	12 th
13.	Business continuity and disaster recovery plan	46	50	16	31	5	3.6824	1.21239	13 th

Source: Author's Fieldwork, 2025.

Table 2 shows broadly high adoption of emergency response plans across commercial facilities, with fire preparedness most entrenched (mean 4.22) reflecting life-safety priorities and regulatory focus. Operational risks are also well covered, as hazardous materials and power or utility failures rank next with similarly strong means. Mid-tier scores for natural disasters, structural collapse, emergency communication and workplace violence indicate a wide multi-hazard awareness, though not uniformly mature. Health and security contingencies are present for medical emergencies, terrorism and pandemics, but at slightly lower intensity. The weakest areas are cybersecurity and bomb-threat procedures, and especially business continuity and disaster recovery (mean 3.68), signalling a gap in long-term resilience planning. Standard deviations around 1.0 suggest uneven depth of implementation across facilities despite generally high averages.

**Table 3: Level of Adoption of Emergency Response Plans in Commercial Real Estate Facilities**

S/N	Level of adoption of the emergency response Plan	SA (5)	A (4)	U (3)	D (2)	SD (1)	Mean Score	Std. Deviation	Ranking
1.	Emergency-Driven Response	75	44	7	19	3	4.1419	1.11276	1 st
2.	Global Best Practice Adoption (Industry Leadership in ERP Standards)	71	48	9	17	3	4.1284	1.08346	2 nd
3.	Basic Risk Awareness and Training (Foundational ERP Adoption)	67	54	7	15	5	4.1014	1.09879	3 rd
4.	Compliance-Driven ERP (Minimal Adoption)	64	56	6	18	4	4.0676	1.09831	4 th
5.	Total Neglect (No Awareness and No Action)	58	62	8	17	3	4.0473	1.04546	5 th
6.	Basic Reactionary Response	70	44	8	21	5	4.0338	1.18618	6 th
7.	Technology-Enabled ERP	67	46	10	20	5	4.0135	1.17216	7 th
8.	Structured and Standardized ERP (Proactive	65	50	8	18	7	4.0000	1.18952	8 th



	Planning Stage)								
9.	Integrated Safety Culture	58	47	21	20	2	3.9392	1.09561	9 th
10.	Resilient and Sustainable ERP (Long-Term Business Continuity Integration)	63	45	9	28	3	3.9257	1.19575	10 th

Source: Author's Fieldwork, 2025.

Table 3 indicates that adoption is strongest at the operational and reactive end: emergency-driven response ranks first (mean 4.1419), closely followed by global best-practice adoption and basic risk awareness and training. Compliance-driven ERP also scores highly, suggesting regulations are prompting tangible activity. Notably, the relatively high agreement on “total neglect” (mean 4.0473) signals respondents perceive that neglect still occurs in a noticeable segment of the sector. By contrast, the lowest means are for integrated safety culture (3.9392) and resilient, long-term business-continuity integration (3.9257), showing that culture-level embedding and continuity planning remain the weakest dimensions. Standard deviations hover around 1.10 to 1.20, implying substantial variability across facilities in how deeply ERPs are institutionalised. Overall, the pattern suggests Lagos facilities are more reactive and benchmark-led than culture- and continuity-driven, with maturity tapering as plans move from immediate response to long-term resilience.

DISCUSSION OF FINDINGS

The findings reveal a strong pattern of compliance-oriented emergency preparedness among commercial real estate facilities in Lagos State. Fire emergency response plans rank highest (mean = 4.22), confirming that fire prevention remains the most institutionalised safety measure. This outcome is consistent with Lagos State's regulatory emphasis on fire-safety compliance through the Lagos State Safety Commission (LSSC) and its Pre-Inspection Checklist for Fire Incidents, which mandates documentation, drills, and reporting cycles for public and private buildings (Lagos State Safety Commission, 2025). Such enforcement mechanisms create coercive pressures that drive facilities to maintain active fire-prevention systems, as described by institutional theorists who link regulatory conformity with legitimacy seeking in organisational behaviour (Adediran & Adewumi, 2024). Moderate adoption levels across plans addressing structural collapse, emergency communication, and natural disasters indicate growing awareness of broader hazards, though implementation remains inconsistent. Similar findings were reported in Abuja, where empirical evidence showed that fire-safety systems were often present but poorly maintained and seldom tested through drills (Sholanke, Dimuna, & Olukayode, 2025). This suggests that preparedness in Nigerian commercial environments is frequently superficial, focused on documentation rather than operational readiness.



Lower scores in business continuity (mean = 3.68) and cybersecurity (mean = 3.99) underscore a limited integration of digital and long-term recovery planning into facility management. This is concerning given Lagos's exposure to climate-driven flooding and technological interdependence. A recent review of flood resilience in Lagos demonstrated that the city's recurring hazards demand an integrated emergency management approach linking early warning, evacuation logistics, and continuity strategies (Aniramu & Orimoogunje, 2025). The underdeveloped continuity frameworks found here mirror that gap and signal a need for stronger institutional adaptation to multi-hazard realities. The correlation between ERP adoption and organisational factors also highlights that management support, funding, and training exert significant influence on preparedness. Facilities with adequate resources and leadership commitment show higher readiness levels. This finding aligns with evidence that organisational culture and financial capacity determine the sustainability of safety programmes more than policy existence alone (Adeleye, 2020). Moreover, coordination with public responders such as the Lagos State Emergency Management Agency (LASEMA) remains limited despite the agency's multi-hazard mandate (Lagos State Emergency Management Agency, 2025), confirming that public-private collaboration is not yet fully institutionalised.

In summary, the findings portray a facility-management landscape that is responsive to regulatory demands and immediate operational risks but less robust in proactive, technology-driven, and continuity-orientated preparedness. Strengthening training regimes, promoting cross-agency collaboration, and embedding ISO-41001 standards into safety audits would help transition Lagos commercial facilities from compliance-based to culture-based emergency management.

CONCLUSION

The study concludes that the adoption of Emergency Response Plans (ERPs) in commercial real estate facilities across Lagos State is relatively high, reflecting increased regulatory enforcement, organisational awareness, and professionalisation within the facility management industry. Fire emergency preparedness emerged as the most institutionalised component, largely driven by government policies, inspection regimes, and compliance incentives issued by the Lagos State Safety Commission. However, the overall pattern of adoption remains predominantly reactive, centred on compliance and immediate operational hazards, rather than proactive and culture-driven. Despite the widespread existence of ERP documentation, many facilities still exhibit gaps in execution, regular drills, and inter-agency coordination. The study's inferential analysis confirmed that organisational factors such as management support, funding, and employee training significantly influence ERP implementation. This highlights that the success of emergency preparedness is not merely dependent on policy frameworks but on the internal capacity and commitment of individual organisations. Moreover, low adoption levels in business continuity and cybersecurity plans reveal an insufficient integration of long-term resilience and digital preparedness into facility management systems.

The findings therefore underscore the need for a shift from policy compliance to operational institutionalisation, where ERPs are embedded into everyday management practices, employee behaviour, and strategic planning. Strengthening technical competence, fostering multi-agency collaboration, and aligning local frameworks with global facility-management standards such as ISO 41001 will enhance the depth and sustainability of emergency preparedness. In essence,



Lagos commercial facilities have laid a strong regulatory foundation, but continuous investment in training, culture-building, and technological innovation is required to attain comprehensive, multi-hazard resilience and sustainable business continuity.

RECOMMENDATIONS

The following actionable recommendations flow from the findings:

- i. The Lagos State Government should establish and enforce a unified multi-hazard emergency response framework for all commercial facilities.
- ii. Regulatory agencies such as the Lagos State Safety Commission, Lagos State Emergency Management Agency, and the Fire and Rescue Service should jointly conduct quarterly emergency simulation exercises with commercial property owners.
- iii. Private facility owners and managers should allocate dedicated annual budgets for emergency preparedness, including regular staff training, equipment maintenance, and plan updates. Integrating ERP performance indicators into internal management reviews and aligning with ISO 41001 standards will ensure sustainability and continuous improvement.
- iv. Public-private partnerships and professional bodies should collaborate to fund a city-wide emergency readiness programme.

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