



# Critical Incident/Emergency Response Assessment

## Programme Overview

### Purpose

- Review & revise existing plans; ensuring fitness for purpose from the practitioner's perspective
- Test efficiency & effectiveness; based on table-top exercise and/or full simulation (involving third parties where appropriate)
- Evaluate post incident process for all affected parties
- Provide recommendations to ensure alignment with recognised best practice frameworks

## Methodology & Content

### Methodology:

Practitioner led by experienced gold commanders and incident team members with designated input from leadership and people specialists. This will include:

- Scenario planning and/or simulation
- Psychometric profiling
- One-to-one, group coaching and debriefs
- Strategic communications and media training
- Focus on values based leadership in conjunction with effective command and control procedures

### Content:

The programme will review the three key phases of any Critical Incident:

#### 1. Pre-Planning

Maintenance of plans for:

- preventing an incident in the first place
- reducing/controlling or mitigating the effect of the incident
- taking other actions relating to the incident - maintaining Business as Usual (BAU) and/or other contingency plans
- ensuring that if an incident occurs, each member of staff understands their role and is competent (and confident) to fulfil their brief

#### 2. Response

Initial reaction – who? what? how?

#### Recognition of threat and risk:

- Information gathering process
- (Impact) Assessment process
- “Making sense” – decision making to set strategic aims/objectives for the response phase

## Organisational Context & Process

### Organisational Context:

Our approach is to understand the context in which the programme will be delivered. This ensures the programme is aligned with and supports strategy, is relevant to current risk and hazards, hence directly creates value.

We prompt thinking on aspects such as:

#### 1. Social media

It's not “your” incident ... audiences around the world will be involved and play a role using social networks & mobile technology. How do you deal with:

- the worldwide scrutiny?
- warning and informing (have you the tools and expertise?)
- gathering, analysing information?
- engaging in dialogue?

#### 2. Commercial implications for your organisation

- What monitoring and controls are required with respect to the financial implications of an incident - who needs to be informed and when?

#### 3. Independent Investigations/Regulatory Body Oversight

- What are their requirements in such circumstances?
- How does that affect how you make decisions?
- What are the expectations on the Command team and the staff in terms of providing information (being “witnesses”?)
- What else needs to be considered in planning for the duration of any Inquiry and the aftermath?



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## Roles and Responsibilities:

- Who's in charge?
- Identify a clear command and governance structure
- Brief:
  - key personnel and stakeholders on their role, role of others and how they interface; what are the parameters?
  - Regulatory/oversight bodies
- Clarify and confirm reporting and review processes
- What's the "command style" to be adopted? i.e how people are treated, what are your organisational values in a crisis?
- What do you know about the role of the Emergency Services and how can you best work with them?

## Prioritise & Review Response:

- Review strategy and resources in response to identified need
- Clarify the communication strategy and to whom?
- Assess impact upon workforce, local community, key stakeholders, BAU, commercial implications
- Review the command and resource resilience

## 3. Recovery

**Relief** – prioritising relief to those directly affected; issuing information about the situation to staff/community/public and assessing longer term impact on the individuals and the organisation and/or community

**Remediation** –providing medium/longer term support to those affected; making good the geographical area/site affected; restoring services/BAU; holding meetings with those affected (staff/community/stakeholders); actions by Insurers to facilitate recovery

**Regeneration** – addressing the longer-term consequences of the incident. How will the learning be integrated into BAU? Measures to prevent likelihood of repeat or to reduce the impact of similar incident occurring again. Building in contingency/scenario table-top exercises in future.

## Typical Process:

### Best Practice

Our programmes reference best practice frameworks such as the National Decision Model (NDM), Joint Emergency Services Interoperability Model (JESIP) and National Fire Protection Association (NFPA) 1600

In addition, we reference the eight recognised Effective Emergency Response and Recovery principles:

- Preparedness
- Continuity
- Subsidiarity
- Direction
- Integration
- Communication
- Co-operation
- Anticipation

### This will be achieved through:

- Diagnostic review of organisational situation and possible scenarios
- Contingency exercise with role play and/or live feeds
- Intermittent breakout feedback
- Ongoing observation with hot debrief
- Detailed analysis of strengths/weaknesses of contingency plans
- Feedback on team competencies and capability
- Recommendations for increased safety and effective management of incidents

## Evaluation Criteria

### Participants will have:

- Reviewed existing plans and drawn up recommendations to ensure fitness for purpose
- Experienced an incident simulation and received feedback on individual and team strengths and weaknesses
- Considered all aspects of a potential incident from preparedness, through implementation to follow-up

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