
Overview

This unit is about managing an emergency response at the strategic level. It includes establishing and reviewing the policy and strategy necessary for a co-ordinated response and ensuring that the strategy is communicated to responders at tactical and operational level.

Target Group

The unit is for those who provide leadership in an emergency response at the strategic (gold) level. In this context, gold is the level (above silver level and bronze level) at which policy and the overall response framework are established and managed (Ref: Lexicon of Multi- Agency Emergency Management Terms).

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Respond to emergencies at the strategic (gold) level

Performance criteria

You must be able to:

- P1 obtain and analyse the available relevant information to inform decision making
- P2 make effective decisions based on the best available information
- P3 agree the policy and strategic framework within which the tactical (silver) level will work and ensure effective two way communication with the tactical level
- P4 work effectively in co-operation with partner organisations at a strategic level
- P5 confirm strategic decisions agreed with responders and how these will be implemented
- P6 take action to review the strategy, updating or varying the strategy in response to changing situations or information
- P7 obtain and provide technical and professional advice from suitable sources to inform decision making where required
- P8 ensure the strategy reflects any relevant policy, legal framework or protocols
- P9 ensure the strategy takes account of the impact on individuals, communities and the environment
- P10 engage effectively in the political decision making process
- P11 review the scale of required resources and ensure their availability
- P12 ensure that all relevant organisations have sufficient, accurate information with a suitable degree of urgency to enable effective co-ordination of response
- P13 ensure the development and implementation of an effective communications strategy
- P14 address medium and long-term priorities to facilitate the recovery of affected communities
- P15 ensure provision of continued support for individuals affected by emergencies
- P16 ensure effective delegation to the tactical level
- P17 evaluate the effectiveness of the strategy and use this information to inform future practice
- P18 fully record your decisions, actions, options and rationale in accordance with current information, policy and legislation

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Knowledge and understanding

You need to know and understand:

- K1 current, relevant legislation, policies, procedures, codes of practice and guidelines in relation to emergency response
- K2 the principles of Integrated Emergency Management (IEM)
- K3 the principles of effective response and recovery
- K4 the principles of command, control and co-ordination
- K5 the roles and responsibilities of partner organisations involved in response and recovery
- K6 how partner organisations are organised; their broad structures, methods of communication and decision making processes
- K7 the culture, priorities and constraints of partner organisations
- K8 relevant emergency plans and arrangements including pre-determined procedures for involvement of other organisations
- K9 how to engage effectively in the political decision making process
- K10 how to establish the policy and strategic framework within which the tactical (silver) level will work
- K11 how to review the effectiveness of the strategy and update or vary the strategy in response to changing situations or information
- K12 factors relevant to setting and reviewing the strategy including assessments of risk, community impact and the longer term recovery process
- K13 the availability of relevant resources
- K14 the financial arrangements which need to be in place for responding to emergencies
- K15 sources of technical and professional advice
- K16 how to develop and implement an effective communications strategy
- K17 how the media may be used provide information to communities
- K18 how to collect and analyse relevant information at strategic level
- K19 the potential strategic implications of emergencies e.g. long-term recovery or wide-area issues
- K20 the potential impact of emergencies on the environment
- K21 how to assess the short and long term human impact of the emergency and identify the most vulnerable groups
- K22 how to ensure provision of continued support for individuals affected by emergencies
- K23 the purpose of recording information and the types of records that must be kept

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Additional Information

Behaviours

Listed below are the main generic skills and attitudes which need to be applied. These are explicit/implicit in the detailed content of the unit and are listed here as additional information.

1. assertive
2. collaborative
3. community minded
4. constructive
5. flexible
6. innovative
7. open minded
8. pro-active
9. realistic

Skills

1. analysis
2. communication
3. conceptualising
4. decision making
5. leadership
6. liaison
7. negotiation
8. networking
9. partnership working
10. planning
11. prioritising
12. problem solving
13. strategic thinking
14. stress management
15. team building

Glossary

Frequently used terms and how they should be interpreted in the context of the Civil Contingencies NOS

Communities

Individuals and organisations in localities including adults, children and young people, vulnerable people, residential homes, businesses etc

Environment

Surroundings, including plant and animal life

Integrated Emergency Management (IEM)

An approach to preventing and managing emergencies which entails six key

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activities – anticipation, assessment, prevention, preparation, response and recovery. IEM is geared to the idea of building greater overall resilience in the face of a broad range of disruptive challenges. It requires a coherent multi-agency effort.

Organisations

Public, private or voluntary bodies

Resources

People, equipment, materials, finance etc

Risk

Measure of the significance of a potential event or situation in terms of likelihood and impact

Links to other NOS

1. CC AA1 Work in co-operation with other organisations
2. CC AA2 Share information with other organisations
3. CC AF2. Warn, inform and advise the community in the event of emergencies
4. CC AH1 Provide on-going support to meet the needs of individuals affected by emergencies
5. CC AH2 Manage community recovery from emergencies
6. ML D1 Lead meetings
7. CC1 Set, monitor and review strategies for policing operations (Police)
8. EFSM1 Provide strategic advice and support to resolve operational incidents (Fire Service)

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Key words	co-operate, share, warn, inform, advise, support, manage, lead, monitor, strategic
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