



# DISASTER RESILIENCE CONSULTING

FROM VULNERABILITY TO RESILIENCE

We specialise in exercising executive teams in crisis management scenarios.

We are experienced across the private sector and all levels of government having successfully designed and delivered successful exercises since 1987.

Our approach has been recognised for over twenty years by experts for **"preventing disasters, or where that is not possible, reducing the potential for harm"**. (Reference: Barrister H. Selby in [The Inquest Handbook](#) on methods by John Salter)

We are mindful of providing tailored services to align with your culture - our conversations designed to engage with your people. Sometimes this gives rise to a gentle, awareness raising rehearsal - as your capabilities grow it is more likely to be a rigorous desktop exercise. At all times it is professional, respectful and discrete.



Awareness seminars and gentle conversations





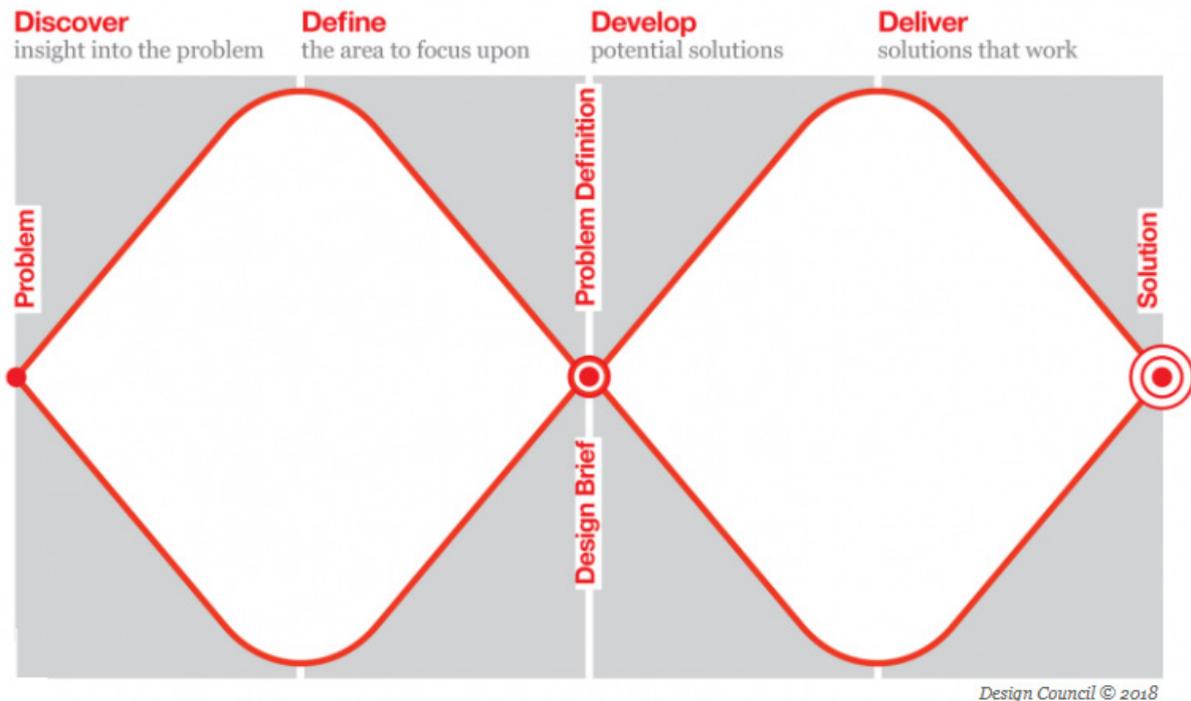
Using extreme event scenarios to map risk in geographic and social space



## INFORMATION, DECISIONS MAKING AND RESOURCE CO-ORDINATION



**Applying the principles of “Double Diamond Design”, exercise facilitation enhances your management capability**  
 Our methodology is aligned with international best practices and agreed emergency management competency standards.



## EXERCISE DESIGN AND DEVELOPMENT

**Diamond 1** - is all about 'what you do'. Doing the right thing. Defining the right question or the right problem to solve first.

- 1. Research** - insight into the problem (diverging)  
 A diverging phase is about exploring and opening up.
- 2. Synthesis** - the area to focus upon (converging)  
 A converging phase focuses on condensing and narrowing ideas.

In designing and developing individual exercises, exercise planning team members are identified to schedule planning meetings, identify and develop exercise objectives, design the scenario, create documentation, plan exercise conduct and evaluation, and coordinate logistics.

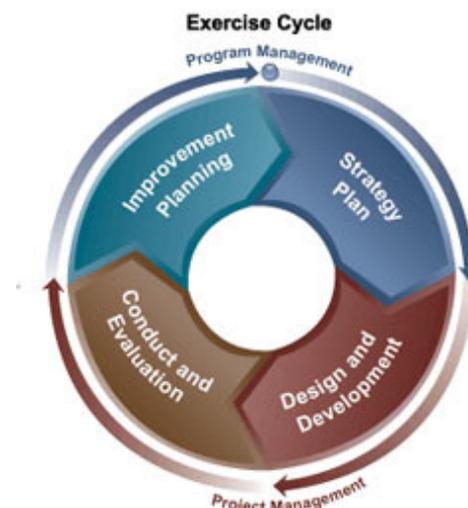
**The seven elements included in the Design and Development phase** – generally best conducted over at least two planning sessions are:

### Design and Development Session 1

1. Determine Exercise Requirements
2. Define Exercise Objectives
3. Establish Exercise Evaluation Criteria
4. Select Exercise Method
5. Develop Realistic Scenario(s)

### Design and Development Session 2

6. Create an Exercise Schedule
7. Prepare Exercise Control Plan



Qualities		Method of exercise					
		Drill	Seminar	Table-top	Simulation	Live	
Ease of creation	(1 = Easy)	1-3	2-4	3-6	4-8	4-10	(10 = Hard)
Development time	(1 = Quick)	1-2	2-4	3-6	4-8	5-10	(10 = Lengthy)
Cost	(1 = Cheap)	1-4	2-4	2-5	3-7	4-10	(10 = Expensive)
Level of corporate risk	(1 = Low risk)	1-3	1-2	1-3	3-6	5-10	(10 = High risk)
Numbers of players who can take part	(1= Few)	1-5	1-7	2-6	2-6	1-10	(10 = Many)
Pressure generated on players	(1 = Little pressure)	1	1	3-7	3-8	5-10	(10 = High pressure)
Amount of realism that can be generated	(1 = Limited realism)	1-3	1-2	2-4	3-7	8-10	(10 = Almost the real thing)
Numbers of directing staff needed	(1 = Few)	1-3	1-2	1-2	4-8	5-10	(10 = Many)
Method of developing plans	(1 = Not a good method)	1-2	4-8	3-7	1-3	1-3	(10 = Excellent method)
Way of evaluating plans	(1 = Not a good method)	2-4	1-3	2-5	2-8	7-10	(10 = Excellent method)

Tool Type	Techniques	Process	Participants
<b>A1. Desk Check</b>	Research Review Validation	Research, review and challenge the contents and assumptions of the plan. Uses gap analysis, establishing a baseline.	Author(s) of plan Independent Checker
<b>B1. Seminar</b>	As appropriate to meet need: ▪Presentation	Extended Desk Check to check interaction and the roles of participants (Plan and/or Infrastructure).	Author(s) of plan Main participants Independent Facilitator
<b>B2. Simulation</b>	▪Workshop ▪Scenario ▪Tabletop ▪Free play ▪Controlled ▪Time-lapse ▪Unannounced ▪Individual Component(s)	Incorporates associated plans as appropriate: Business Site / Buildings Communication Public Relations Information Technology Disaster Recovery Business Continuity Management Resource Recovery Supplies / Providers	Main participants Independent Facilitator Observers Co-ordinators Umpires
<b>B3. Functions</b>	▪Integrated Component(s) ▪Live	Moves to and recreates one or a number of business functions at an alternative (or) pre-planned site.	Employees and staff in specific business area Independent Facilitator Co-ordinators Observers Business Continuity resource recovery providers

# EXERCISE CONDUCT AND EVALUATION

**Diamond 2** - is all about 'how you do it'. Doing things right. Making sure the right question to answer or the right problem to solve, is answered or solved the right way.

**3. Ideation** - potential solutions (diverging)

**4. Implementation** - solutions that work (converging)

After design and development activities are complete, the exercise is ready to occur. Activities essential to conducting individual exercises include preparing for exercise play, managing exercise play, and conducting immediate exercise wrap-up activities.

Evaluation is the cornerstone of an exercise and must be considered throughout all phases of the exercise planning cycle, beginning when the exercise planning team meets to establish objectives and initiate exercise design. Effective evaluation assesses performance against exercise objectives and identifies and documents strengths and areas for potential improvement relative to core capabilities.

These findings and recommendations from our Support Project are then available to feed into the organisations Business and Strategy (Program)

**The three elements included in the Conduct and Evaluation phase** – generally best conducted over at least two planning sessions are:

## Conduct and Evaluation Session 1

- 8. Conduct and Manage Exercises
- 9. Conduct Post-Exercise Debriefing (hot and/or cold)

## Conduct and Evaluation Session 2

- 10. Reporting

