



Crisis Management

An organisation's reputation, or its very survival, can be threatened by the way it manages significant business disruptions.

Every organisation faces unique risks and pressures and recognising these and preparing for them is vital. It may help the organisation to avoid or minimise intense public and customer scrutiny, capital damage or financial, legal or governmental ramifications.

When a crisis threatens or occurs, there is no time to teach people to respond appropriately. It must be instinctive.

Therefore, it is essential to have a clearly understood, competent and coordinated approach between the necessary operational, management and communication responses.

With adequate preparation, skill development and rehearsal, you and your people will gain the confidence to mitigate the immediate problems and strategically plan and implement procedures to return to normal operations as quickly as possible.

Our services

Risk assessment and analysis

▪ **Business exposure identification**

It is first necessary to identify the critical processes and functions of the business or organisation, the key internal and external dependencies and influences on these and the business risks that might threaten them and cause significant disruptions.

EMQ can facilitate workshops to identify business exposures, concentrating on both 'hard' risks like assets and 'harder' risks like brand and reputation.

▪ **Business impact assessment**

Once the exposures have been identified, they need to be assessed individually and in relation to others to identify critical points of dependency. They are then ranked in order of the risk posed.

Following the workshop, EMQ will prepare a report of actual business exposures, their severity ranking, ways to identify their likelihood of occurrence and actions required if they occur.

▪ **Gap analysis and recommendations**

A gap analysis is used to assess the adequacy of existing management systems and incident/emergency response plans, current capabilities and, where appropriate, cultural readiness to address the key issues raised.

Following the gap analysis process, EMQ will prepare a report recommending actions to address any gaps identified.

Crisis Management Plan development

The crisis management plan is the framework for the support, communications and strategic

planning responses. It assists individuals and teams in their decision-making processes.

EMQ develops crisis management plans that:

- integrate with existing operational incident response procedures
- address the specific requirements of identified key business exposures
- clearly define how and when crisis management teams should be initiated
- provide clear command structures with identified roles and responsibilities for team members and support agencies
- provide clear communications guidelines, including key messages
- integrate with crisis communication plans (where they are separate)
- include relevant checklists, worksheets and recording and report forms
- include contact directories for key stakeholders
- include aides to effective communication, strategic planning, business continuity and recovery.

▪ **Plan audit and review**

Crisis management plans need to be reviewed regularly and audited to ensure they remain relevant. This includes revisiting identified risks, nominated personnel, resources and processes. It is best to incorporate this audit and review as part of a regular risk assessment process.

EMQ offers a review and update service for its clients' crisis management and supporting plans.

Training

It takes training, preparation, skill development and rehearsal to ensure that in a crisis, reactions are appropriate and timely.

EMQ prepares and facilitates exercises to allow teams to test their readiness. This includes developing, facilitating and reporting on exercises, varying from small round table hypothetical discussions to major mobilisations involving multiple organisations.

More information on our approach to exercises is detailed in the Training Exercises information sheet.

Our approach

At EMQ, we prefer to work in partnership with our clients towards the combined goal of increasing the profile, preparedness and effectiveness of management during emergencies.

By working together, we learn more about your organisation, exposures and capabilities, allowing us to provide consistent support and value-adding advice.