



DAY ONE

Readiness and Preparedness Training

Understanding Readiness, Preparedness and Personal Responsibility

Building resilient leaders, volunteers and staff.

Readiness • Preparedness • Personal Responsibility • Resilience



Welcome and Learning Objectives

By the end of today participants will be able to:

- Explain organisational readiness and preparedness.
- Recognise their role in organisational resilience.
- Identify and assess organisational risks.
- Communicate effectively during routine operations and emergencies.
- Apply structured decision-making during incidents.



Why Readiness Matters

“Success is rarely accidental. It is usually the result of preparation.”

- Why do organisations prepare?
- What happens when they do not?

“

“By failing to prepare, you are preparing to fail.”

— Benjamin Franklin

DAY ONE



SESSION ONE

Foundations of Organisational Readiness



What is Organisational Readiness?

Readiness is the organisation's ability to perform effectively before, during and after unexpected events.

It requires:

- People
- Processes
- Leadership
- Resources
- Communication
- Continuous learning



Readiness versus Preparedness

Readiness	Preparedness
Current capability	Continuous planning
Confidence	Preparation
State of being ready	Ongoing improvement

KEY MESSAGE

Preparedness creates readiness.



Why Organisations Fail During Crises

Common causes include:

- Poor leadership
- Weak planning
- Ineffective communication
- Lack of training
- Delayed decision-making
- Failure to learn from previous incidents



Building a Resilient Organisation

Characteristics include:

- Strong leadership
- Clear roles
- Effective communication
- Risk awareness
- Continuous improvement
- Adaptability
- Learning culture



EX

Exercise 1

Organisational Readiness Assessment

Participants score their organisation (1 to 5) against:

- | | |
|--|---|
|  Leadership |  Training |
|  Communication |  Technology |
|  Emergency planning |  Resources |
|  Staff awareness |  Risk management |

Discuss strengths and areas for improvement.

DAY ONE



SESSION TWO

Developing the Right Mindset



The Preparedness Mindset

Prepared people are:

- Proactive
- Responsible
- Calm under pressure
- Adaptable
- Solution-focused

DISCUSSION

Why does mindset matter as much as skills?



Personal Responsibility and Accountability

Professionals:

- Take ownership
- Honour commitments
- Accept responsibility
- Learn from mistakes
- Act with integrity

KEY MESSAGE

Prepared organisations begin with prepared people.



Professionalism, Trust and Ethics

Build trust through:

- Honesty
- Respect
- Reliability
- Confidentiality
- Ethical decision-making

REMEMBER

Trust is built slowly but can be lost quickly.



Continuous Improvement

High-performing organisations constantly ask:

- What worked?
- What failed?
- What have we learned?
- What will we improve?

MODEL

Plan, Do, Check, Act (PDCA) — a simple continuous improvement cycle.



EX

Reflection Activity

What role do I play in organisational readiness?

Participants identify:

- Three strengths
- Three areas for development
- Three personal commitments

DAY ONE



SESSION THREE

Understanding Risk



What is Risk?

Risk is the possibility that uncertainty will affect objectives.

Risks may be:

- Operational
- Financial
- Strategic
- Reputational
- Health and safety
- Cybersecurity
- Environmental



Internal and External Risks

Internal

- Staff shortages
- Equipment failure
- Human error
- Fraud
- IT outages

External

- Severe weather
- Cyber attacks
- Economic changes
- New legislation
- Supply chain disruption



Assessing Risk

Evaluate every risk using:

- Likelihood
- Impact
- Existing controls
- Residual risk

TOOL

Introduce a simple 5 × 5 Risk Matrix.



Risk Registers and Early Warning Indicators

A good risk register includes

- Risk description
- Risk owner
- Controls
- Action plan
- Review date

Watch for early warning signs

- Increasing complaints
- Staff absence
- Equipment failures
- Budget pressures



EX

Exercise 2

Risk Identification Workshop

Working in teams, identify 20 risks that could affect your organisation.

- Prioritise the five most significant risks
- Explain why each was chosen



SESSION FOUR

Communication During Normal Operations and Emergencies



Why Communication Matters

Good communication:

- Saves time
- Prevents confusion
- Builds trust
- Supports decision-making
- Protects reputation



Effective Crisis Communication

Remember the Five Cs:

- Clear
- Concise
- Consistent
- Credible
- Compassionate

NOTE

Explain when and how to escalate information.



Reporting and Documentation

Every incident report should answer:

- What happened?
- When?
- Where?
- Who was involved?
- Immediate actions taken
- Recommended next steps

REMEMBER

Good documentation protects both people and organisations.



EX

Role Play

Unexpected Workplace Incident

A burst water pipe forces the closure of your office one hour before a major public event.

- Immediate priorities
- Communication plan
- Escalation process
- Business continuity actions



Scenario Planning

Each team responds using the DECIDE model:

- Define the problem
- Establish the facts
- Consider options
- Identify the best solution
- Do the action
- Evaluate the outcome

TASK

Teams present their response to the class.



Key Takeaways

- Readiness is everyone's responsibility.
- Preparation is a continuous process.
- Risk should be identified before it becomes a crisis.
- Effective communication strengthens resilience.
- Organisations become resilient through people, planning and practice.



Questions, Reflection and Closing

Personal Action Plan — before tomorrow, each participant should identify:

- One habit to stop.
- One practice to improve.
- One action to implement immediately.
- One idea to share with their team.

“

“The best way to predict the future is to create it.”

— Peter Drucker



DAY TWO

Readiness and Preparedness Training

Emergency Preparedness and Operational Response

Theme: From Planning to Effective Response

Readiness • Preparedness • Personal Responsibility • Resilience



EX

Recap of Day One

Participants review:

- Key lessons learned
- Reflections from personal action plans
- Questions from Day One

Activity: one key insight from each table.



Learning Objectives

By the end of today participants will:

- Understand emergency preparedness principles.
- Learn how to respond confidently to incidents.
- Appreciate the importance of business continuity.
- Improve decision-making under pressure.
- Strengthen teamwork during emergencies.
- Apply practical emergency response techniques.

DAY TWO



SESSION ONE

Emergency Planning



What is an Emergency?

An emergency threatens

- People
- Property
- Information
- Services
- Reputation
- The environment

Examples

- Fire
- Flood
- Medical emergency
- Cyber attack
- Violence
- Utility failure



The Emergency Management Cycle

Introduce the four phases:

- Prevention
- Preparedness
- Response
- Recovery

KEY MESSAGE

Prepared organisations invest in all four stages.



Emergency Response Priorities

Priority order:

- 1 Preserve life
- 2 Ensure safety
- 3 Protect critical services
- 4 Protect assets
- 5 Restore operations

PRINCIPLE

People before Property.



Roles During an Emergency

Everyone should know:

- Who is in charge
- Individual responsibilities
- Communication routes
- Assembly procedures
- Incident reporting process

CONCEPT

Introduce the Incident Management Team (IMT).



EX

Practical Exercise

A fire alarm sounds during a busy community event.

Teams discuss:

● First five actions

● Communication

● Leadership

● Evacuation

● Recovery

DAY TWO



SESSION TWO

Business Continuity Fundamentals



What is Business Continuity?

Business Continuity is the ability to continue delivering essential services during disruption.

It is about:

- Preparation
- Resilience
- Recovery
- Continuous service



Why Business Continuity Matters

Without continuity planning, organisations may experience:

- Financial loss
- Reputational damage
- Service interruption
- Legal consequences
- Loss of stakeholder confidence

KEY MESSAGE

Prepared organisations recover faster.



Business Impact Analysis (BIA)

A BIA identifies:

- Critical services
- Maximum acceptable downtime
- Resource requirements
- Dependencies
- Recovery priorities

QUESTION

What activities must never stop in your organisation?



Essential Resources

Organisations depend upon:

- People
- Buildings
- Technology
- Information
- Equipment
- Suppliers
- Finance

DISCUSS

How could each of these be disrupted?



EX

Exercise

Critical Activities

Identify:

- Five critical organisational activities
- The consequences if each stopped for 24 hours



SESSION THREE

Decision-Making Under Pressure



Why Decisions Become Difficult

Pressure causes:

- Stress
- Fear
- Uncertainty
- Information overload
- Time pressure

KEY MESSAGE

Prepared leaders stay calm.



Structured Decision-Making

Introduce the OODA Loop:

- Observe
- Orient
- Decide
- Act

PURPOSE

Supports rapid, informed decisions under pressure.



Situational Awareness

Good leaders constantly ask:

- What is happening?
- What has changed?
- What is the biggest risk?
- What information is missing?
- What should happen next?



Common Decision-Making Mistakes

Avoid:

- Panic
- Assumptions
- Groupthink
- Delaying action
- Poor communication
- Ignoring expert advice



EX

Practical Scenario

A ransomware attack has shut down your organisation's IT systems.

Your team has 15 minutes to decide:

- Immediate priorities
- Communication strategy
- Service continuity measures
- Stakeholder updates



SESSION FOUR

Teamwork During Emergencies



Why Teams Succeed During Crises

High-performing teams demonstrate:

- Trust
- Collaboration
- Clear communication
- Adaptability
- Shared leadership
- Mutual support



Leadership During Emergencies

Effective leaders:

- Stay calm
- Make timely decisions
- Delegate clearly
- Communicate honestly
- Support their teams
- Inspire confidence

“

“The greatest danger in times of turbulence is not the turbulence itself, but to act with yesterday's logic.”

— Peter Drucker



Working with External Partners

Emergencies often require collaboration with:

- Emergency services
- Local authorities
- Health services
- Community organisations
- Suppliers
- Volunteers
- Media

KEY MESSAGE

Strong relationships should be built before a crisis occurs.



EX

Tabletop Exercise

A severe storm causes:

- Power failure
- Internet outage
- Flooding
- Staff shortages
- Public enquiries

Teams develop a coordinated response covering safety, communications, continuity and recovery.



Crisis Simulation

Each team presents:

- Situation assessment
- Immediate actions
- Leadership decisions
- Communication plan
- Recovery strategy

NOTE

Peer feedback follows each presentation.



Key Lessons

- Preparation reduces panic.
- Business continuity protects essential services.
- Clear decisions save time and resources.
- Strong teams outperform individuals during crises.
- Leadership is demonstrated through action.



Reflection and Close

Personal Challenge — complete the sentence:

- “Tomorrow I will be better prepared by...”

Preview of Day Three: Building Long-Term Organisational Resilience

- Leadership in uncertainty
- AI and organisational preparedness
- Developing readiness action plans
- Full-scale crisis simulation
- Creating a culture of continuous resilience



DAY THREE

Readiness and Preparedness Training

Building Long-Term Organisational Resilience

"Preparing today for the challenges of tomorrow."

Readiness • Preparedness • Personal Responsibility • Resilience



EX

Welcome Back and Review

Looking Back — discuss:

- What have we learned over the past two days?
- Which ideas have challenged your thinking?
- Which practices can be implemented immediately?

Activity: each participant shares one lesson they will take back to their organisation.



Learning Objectives

By the end of today participants will be able to:

- Understand organisational resilience.
- Lead effectively during uncertainty and change.
- Use Artificial Intelligence responsibly to improve preparedness.
- Develop practical readiness action plans.
- Build a culture of continuous improvement.
- Apply learning through a realistic crisis simulation.



SESSION ONE

Leadership in Times of Uncertainty



What is Organisational Resilience?

Organisational resilience is the ability to:

- Anticipate disruption
- Prepare effectively
- Respond confidently
- Recover quickly
- Learn continuously
- Adapt successfully

KEY MESSAGE

Resilient organisations do not avoid disruption. They recover stronger.



Leadership During Uncertainty

Effective leaders:

- Remain calm
- Think strategically
- Communicate honestly
- Make informed decisions
- Inspire confidence
- Support their teams

“

*“Leadership is not about being in charge.
It is about taking care of those in your
charge.”*

— Simon Sinek



Emotional Intelligence and Resilience

Leaders strengthen resilience by developing:

- Self-awareness
- Self-management
- Empathy
- Relationship management
- Social awareness

DISCUSSION

How do emotions affect decision-making during a crisis?



Leading Through Change

Successful leaders:

- Explain the reason for change.
- Involve people early.
- Address concerns honestly.
- Celebrate progress.
- Maintain momentum.

FRAMEWORK

John Kotter's Eight-Step Change Model.



EX

Exercise

What leadership behaviours create confidence during difficult times?

Discuss in groups.

- Each group presents five key behaviours



SESSION TWO

Artificial Intelligence and Organisational Preparedness



AI and the Future of Preparedness

Artificial Intelligence can support:

- Risk identification
- Predictive analysis
- Data analysis
- Scenario planning
- Emergency communication
- Incident reporting

KEY MESSAGE

AI supports decision-making but does not replace human judgement.



Practical Applications of AI

Examples include:

- Monitoring weather and environmental risks
- Detecting cyber threats
- Drafting emergency communications
- Analysing incident trends
- Supporting resource planning
- Producing reports

DISCUSS

Appropriate use within participants' organisations.



Responsible and Ethical Use of AI

Leaders should ensure AI is:

- Fair
- Transparent
- Secure
- Accurate
- Privacy-conscious
- Subject to human oversight

ASK

Is the information reliable? Could there be bias? Who is accountable for the decision?



AI Demonstration

Facilitator demonstrates how AI can assist with:

- Writing an incident report
- Producing a risk assessment
- Creating a business continuity checklist
- Developing a communication plan

DISCUSS

Benefits and limitations.



EX

Discussion

How could AI improve readiness in your organisation?

Identify:

- Three opportunities
- Three risks
- Three safeguards



SESSION THREE

Developing a Readiness Action Plan



Assessing Organisational Readiness

Review the following areas:

- Leadership
- Governance
- Risk Management
- Emergency Planning
- Communication
- Training
- Technology
- Resources

QUESTION

Where are the greatest gaps?



From Assessment to Action

A good action plan should include:

- Objectives
- Priorities
- Responsibilities
- Timescales
- Resources
- Success measures

FRAMEWORK

Introduce the SMART framework for setting objectives.



Building a Preparedness Culture

Create an organisation where people:

- Report concerns early.
- Learn from mistakes.
- Share knowledge.
- Practise emergency procedures.
- Take ownership.
- Support one another.

KEY MESSAGE

Culture is created through consistent leadership and everyday behaviours.



Continuous Improvement

Introduce the PDCA Cycle:

- Plan
- Do
- Check
- Act

KEY MESSAGE

Resilience is not a destination but a continuous journey of learning, reviewing and improving.



EX

Workshop Activity

Personal and Organisational Readiness Action Plan

Each participant develops a plan including:

- Three immediate actions
- Three medium-term improvements
- Three long-term priorities

DAY THREE



SESSION FOUR

Crisis Simulation



Full Crisis Scenario

A major incident affects your organisation:

- Cyber attack
- Severe weather
- Building closure
- Staff shortages
- Media enquiries
- Customer complaints
- Loss of internet and power

TASK

Participants form an Incident Management Team.



Team Responsibilities

Assign roles such as:

- Incident Manager
- Communications Lead
- Operations Lead
- Health and Safety Officer
- HR Lead
- IT Lead
- Logistics Coordinator

NOTE

Each role contributes to the response plan.



Decision-Making Challenge

Teams must decide:

- Immediate priorities
- Communication strategy
- Resource allocation
- Business continuity measures
- Stakeholder engagement
- Recovery actions

NOTE

Encourage structured decision-making and collaboration.



Team Presentations

Each team presents:

- Situation assessment
- Decisions made
- Communication plan
- Recovery strategy
- Lessons learned

NOTE

Facilitator provides constructive feedback.



Key Lessons from the Three-Day Workshop

Participants should leave knowing that:

- Readiness is everyone's responsibility.
- Preparedness requires continuous practice.
- Leadership shapes organisational resilience.
- Communication builds trust.
- Risk should be managed proactively.
- Technology and AI are valuable tools when used responsibly.
- Learning never stops.



EX

Personal Commitment

My Readiness Pledge — “I commit to...”

- One behaviour I will change.
- One process I will improve.
- One conversation I will start.
- One action I will implement within the next 30 days.

Invite volunteers to share their commitments.



Thank You

Final Reflection:

“

“It is not the strongest of the species that survives, nor the most intelligent. It is the one most adaptable to change.”

— Often attributed to Charles Darwin

Readiness and preparedness are not documents stored on a shelf. They are habits, attitudes and actions demonstrated every day. When leaders, volunteers and staff embrace a culture of learning, planning and collaboration, organisations become more resilient, more trusted and better equipped to serve their communities, whatever challenges arise.