Human aspects in civil protection – putting the principles into practice
Human aspects in civil protection – putting the principles into practice

What is this booklet about?

This booklet explains that emergencies and disasters are about people and that identifying and meeting the needs of those affected by such life-changing events should be at the heart of civil protection, planning and response. This key message underpins the four principles for dealing with the human aspects of an emergency or disaster: being Informed, being Prepared and working Together to build Resilience.

Why is this booklet important?

The four principles: being Informed, being Prepared and working Together to build Resilience are relevant to every nation, not least because emergencies and disasters do not respect geographic borders. This booklet provides valuable information on putting these principles into practice.

Who is this booklet for?

The booklet is intended to support civil protection practitioners and community leaders to implement the four principles of dealing with the human aspects of civil protection.
## Human aspects in civil protection – putting the principles into practice

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Section 1 – Introduction

Summary
This introduction explains
- The background to this booklet (section 1.1)
- The purpose of this booklet (section 1.2)
- Who this booklet is for (section 1.2)
- The importance of dealing effectively with the human aspects of an emergency or disaster (section 1.3)

1.1. Background

1.1.1 Emergencies and disasters are about people. Therefore identifying and meeting the needs of those affected by such life-changing events should be at the heart of civil protection, planning and response.

1.1.2 The consequences of being involved in an emergency or disaster can be life-long. Rebuilding homes, businesses and cities is a difficult challenge. Rebuilding the lives of survivors, the bereaved and the wider community is no less important.

1.1.3 This key message underpins the four principles for dealing with the human aspects of an emergency or disaster, an outcome of the Informed Prepared Together Project: being Informed, being Prepared and working Together to build Resilience. These four principles are relevant to every nation, not least because emergencies and disasters do not respect geographic borders.

1.1.4 This booklet provides valuable information on putting these principles into practice and is linked to the leaflet Human aspects in civil protection – understanding the principles. Both the leaflet and this booklet form part of a family of products developed by the Informed Prepared Together Project.

1.1.5 The Informed Prepared Together Project:
- was led by the Red Cross / European Union Office
- was co-financed by the European Commission
- was based on the fact that emergencies and disasters are about people and that the individual should be at the centre of civil protection planning, preparedness, response and recovery
- recognised that citizens, communities and organisations are able to work together to prepare better for the impact of an emergency or disaster.

1.1.6 Further information on the Informed Prepared Together Project can be found at www.informedprepared.eu
1.2 Purpose of this booklet

1.2.1 Human aspects of civil protection – putting the principles into practice booklet is intended to support civil protection practitioners and community leaders to implement the four principles of dealing with the human aspects of civil protection:

Informed

- Enabling citizens to access relevant information about potential risks and hazards and the consequences of emergencies and disasters, and knowing how they can equip themselves to be prepared and to cope better during emergency situations
- Educating and training responders to understand that meeting needs includes communicating with citizens and each other in a timely, appropriate, honest, open and transparent way
- Enabling citizens to feel informed about decisions, to make informed choices, and to participate in recovery activities to mitigate the effects of disasters.

Prepared

- Engaging citizens as active participants in preparedness, response and recovery activities
- Assisting citizens, communities and organisations in the development of personal, family and organisational emergency plans, capacities, capabilities and skills
- Giving volunteers and responders appropriate skills, knowledge and training in order for them to feel prepared to meet citizens’ needs in emergencies.

Together

- Integrating the needs of citizens within and across all phases of emergency preparedness and response strategies
- Including citizens, volunteers and communities as active partners in emergency planning and recovery activities
- Assisting organisations to work together co-operatively and in a co-ordinated way to meet medical, practical, emotional, social and cultural needs during and after disasters.

Resilience

- Acknowledging the inherent resilience of citizens and reducing their vulnerability to the harmful consequences of emergencies
- Building and maintaining national and community resilience by involving citizens and organisations as a cornerstone of preparedness, response and recovery strategies
- Enhancing social and community resilience through being informed, prepared and together in focusing on the human aspects of emergencies.

1.2.2 This booklet comprises six sections and is designed to assist the implementation of these principles by utilising existing local civil protection models and arrangements.
1.2.3 Each section deals with a specific part of putting the principles into practice, as follows:
- Section 2 – strategic model
- Section 3 – risk assessment
- Section 4 – preparation and planning
- Section 5 – evaluating capacity and capability
- Section 6 – review of the strategic intention.

1.3 The importance of dealing effectively with the human aspects of an emergency or disaster

1.3.1 Responding to emergencies or disasters before, during and after they occur involves dealing with its human aspects, that is the care and support of people. One aspect of dealing effectively with these human aspects of an emergency or disaster is to prepare citizens so that they can be more active in working together and in partnership with response organisations. Particular attention should be directed towards meeting the needs of vulnerable groups, which could include individuals with disabilities, the elderly or the young.

1.3.2 It is recognised that by their very nature, emergencies and disasters are unpredictable. As each incident may present a different set of challenges, it is helpful for civil protection planning arrangements to include a set of core procedures that support responding organisations to undertake their role of meeting the needs of the individuals affected by the specific emergency or disaster.

1.3.3 This approach to dealing with the human aspects of an emergency or disaster is likely to have greater acceptance and benefit if citizens and organisations are able to maintain a close relationship between preparing for smaller-scale, daily incidents and planning for an emergency or disaster.
1.3.4 The main benefits of implementing the human aspects principles are that:

- they support the primary duty of the state to protect its citizens
- preparedness measures provide a cost-effective solution to meeting the needs of individuals
- the involvement of citizens in civil protection arrangements can:
  - enhance their sense of usefulness, value and self-worth
  - assist in the development of their resilience
  - lead to an accurate identification of their needs
  - facilitate and complement the response activities of the response organisations
- integrated planning and response may increase social capital by linking human and material resources and enhancing social networks, skills and capabilities
- effective planning for the human aspects of an emergency or disaster has been shown to reduce the longer-term impact of the incident on the individuals affected and can assist subsequent individual and community recovery.

Section 2 – Human aspects strategic model

Summary

This section explains the

- intention of a human aspects strategic model (section 2.1)
- benefit of adopting a ‘risk assessed approach’ (section 2.3)
- components of an integrated and common approach in the European Member States and European Economic Area Countries (section 2.4)

2.1 Strategic intention

2.1.1 All emergencies or disasters will by their very nature have significant implications for people. European Union Member States and Economic Area Countries are advised to consider the human aspects as part of their overall strategy for civil protection arrangements, to identify
their strategic intention to mitigate the impacts of an emergency or disaster on the lives of people. This should include the bereaved, survivors, affected individuals and communities, and responders.

2.1.2 The overall intention should be to ensure that the issue of mitigating the effects of emergencies and disasters on people is seen as a ‘main stream’ civil protection activity and not dealt with as an ‘after-thought’, nor as part of a purely reactive consequence management issue. The focus should be on developing effective arrangements that involve citizens, communities and response organisations. This would avoid the possibility of human aspects activities being viewed as reactive or marginalised.

2.2 Framework

2.2.1 This section of the booklet provides a framework to assist relevant parties to develop their strategic human aspects model, operating within local civil protection arrangements. Subsequent sections provide more detailed information on the main implementation activities.

2.3 Risk assessed approach

2.3.1 It is helpful if a ‘risk assessed’ approach is adopted in preparing to mitigate the human aspect effects of an emergency or disaster. This will ensure that arrangements put in place are realistic, engaging and use resources in a prioritised and appropriate manner. This ‘risk assessed’ approach will increase the likelihood of securing the development of focused and sustainable arrangements.

2.3.2 The risk assessment process is likely to consider risks from a wide range of perspectives in order to measure their impact on individuals and communities. These may include international, national and local risks e.g. influenza pandemic, terrorism, fire, industrial hazards, transportation incidents and natural events such as severe weather, earthquakes or flooding.

2.3.3 Whatever risks are identified, it is also important that arrangements are sufficiently flexible to be able to meet the challenge of meeting the consequences or aspects of an emergency or disaster that had not been considered during the preparation stage.

2.4 The ‘Model’ – a common integrated approach

2.4.1 Adoption of the four principles: being Informed, being Prepared and working Together to build Resilience and the use of this strategic model would facilitate a common integrated approach to the response to the human aspects of an emergency or disaster within each European Union Member State and Economic Area Country. This common integrated approach would:

- recognise that in each European Union Member States and European Economic Area Countries the arrangements to mitigate the human aspects of an emergency or disaster should be a specific civil protection activity
- acknowledge that although civil protection arrangements will differ in each state, they will be based upon a risk assessed approach with the full and appropriate engagement of civil protection organisations, individual citizens and communities working together
- develop arrangements to provide a programme of preparation, exercising and evaluation that is designed around national and local risk, culture, legislation, protocols, procedures, capability and capacity
- undertake an ongoing strategic review of the effectiveness of the arrangements to mitigate the effects of emergencies and disasters on people.

2.4.2 This integrated approach is illustrated in the following diagram:

![Diagram of the integrated approach]

2.4.3 Each response activity to the human aspects is described and addressed in the subsequent sections (sections 3, 4, 5 and 6).

2.5 Existing arrangements and products

2.5.1 Adoption of the guidance in this booklet does not seek to replace existing local arrangements and tools; it provides a route to the achievement of a ‘common’, but flexible approach to addressing the human aspects of an emergency or disaster. By sharing good practice and products, perhaps through the Informed. Prepared. Together Website: www.informedprepared.eu European Union Member States and European Economic Area Countries will be able to contribute to a wider acceptance of the importance of dealing adequately, with the human aspects of an emergency or disaster.
Section 3 – Risk Assessment

Summary
This section explains the
- purpose and process of risk assessment (section 3.1 and 3.2)
- importance of adopting an inclusive approach (section 3.3)
- need to think about implementation threats (section 3.4)

3.1 Purpose of risk assessment

3.1.1 In the context of preparing for an emergency or disaster it is important to emphasise that the risk assessment process in relation to the human aspects should look at and identify risks under two areas:
- the specific risks associated with the human aspects of an emergency or disaster
- the risks associated with providing effective response arrangements in the short, medium and long-term.

3.2 Risk assessment process

3.2.1 Civil protection practitioners are likely to be familiar with local risk assessment models but to illustrate the process the following simple risk assessment process has been used:

\[
\text{Hazard consequence} \times \text{likelihood (allowing for mitigating factors/control measures to reduce the risk)} = \text{risk}
\]

3.2.2 As an example, a potentially hazardous activity such as boarding an aircraft containing a large quantity of high-octane fuel and then travelling at high speed, with the likely consequences if there was a crash or mid-air collision, would suggest this is a very high risk. However, when multiplied by the likelihood, which is very low due to aircraft design, maintenance and a highly trained/exercised crew, the result is a threat that is considered very low risk. However, because of the high impact of an aviation incident, there is a requirement by relevant parties to actively train, exercise and develop effective arrangements to manage the consequences of such a highly unlikely but impactful event.

3.3 Inclusive approach

3.3.1 Whatever risk assessment process is used, it is important that the identification of hazards, consequences and their likelihood is ‘inclusive’ and ‘informed’, drawing on a wide range of sources, individuals and communities and organisations. This would include ‘open source material’ such as the internet, news media and social networking sites; together with ‘closed source material’, which would normally only be available to organisations and individuals on a ‘need to know’ basis and in line with the relevant legislation and guidelines within particular European Union Member States and European Economic Area Countries.
3.3.2 The process should be conducted in an ‘integrated fashion’ with the emphasis on appropriate sharing of information and intelligence that may inform the process and develop the most effective arrangements to mitigate the impacts of an emergency or disaster on human lives. Some of the critical information and intelligence that may inform the risk assessment is likely to come from citizens and communities; they should be considered as partners in the process.

3.3.3 Whichever risk assessment method is used, every effort should be made to involve citizens and communities as well as the private sector and any other relevant groups. This will support the development of a more complete information and intelligence picture, encourage all concerned to accept that this activity is being undertaken with them as partners and that they are not passive recipients.

3.3.4 It is likely that a large number of risks will be identified and in order to focus resources and develop realistic and informed arrangements, it will probably be necessary to produce a ‘short list’ of risks that are the agreed priorities.

3.4 Implementation threats

3.4.1 The risk assessment process should also identify and analyse possible implementation threats and the subsequent effective response to those threats, by citizens, communities, other groups and organisations. This implementation risk assessment should cover short, medium and long-term activities, such as not being able to communicate messages effectively to reach the population, lacking the resources to undertake activities or lacking a common strategic approach across organisations.

3.5 Review

3.5.1 The chosen risk assessment method process will need to be subject to ongoing evaluation and review to monitor any changes that may affect the outcome of the assessment.

3.6 Risk assessment summary

3.6.1 The risk assessment process should be an open and inclusive exercise that seeks to gain the best possible picture of the known and anticipated hazards and risks, their consequences and likelihood and their significance to the human aspects. This will lead to the identification of those risks that warrant activity. This may be undertaken at the local, regional, or national level. The risk assessment process will also need to identify threats posed either directly, or indirectly, to implementing the identified arrangements. The process should be subject to monitoring and review procedures established and managed at an appropriate level. This risk assessment and review process is illustrated in the following diagram:
Section 4 – Preparation and planning

Summary
This section explains
- What is a multi-agency human aspects co-ordination group (section 4.1)
- The approach it should adopt (section 4.2)
- The areas of work for the multi-agency group, including:
  - The identification of needs (section 4.3)
  - Developing local preparation arrangements (section 4.4)
  - Post-emergency support facilities (section 4.5)

4.1 Multi-agency human aspects co-ordination group

4.1.1 Once the strategic intention for dealing with the human aspects of an emergency or disaster has been identified and the risk assessment has been undertaken, as described in sections 2 and 3, action will need to be taken to implement the strategic intention. Where existing civil protection arrangements identify the lead organisation for this activity, it would be helpful for an individual from that organisation to be appointed to manage this human aspects planning role. Where existing civil protection arrangements do not identify a lead organisation, then local response organisations should agree which is to be the lead organisation; that identified organisation should then appoint a human aspects planning manager.

4.1.2 This manager should have the appropriate mix of seniority, experience and responsibility to lead a multi-agency group that operates within and complements existing local civil protection planning arrangements. This multi-agency group could have responsibility for planning the delivery of activities involved in effective management of the human aspects of an emergency or disaster, including the planning, response and recovery stages.
4.1.3 An effective multi-agency group is likely to comprise representatives of a range of relevant organisations and groups, including:
- local/regional government
- relevant statutory and voluntary response organisations
- relevant community groups
- experts
- media organisations
- commercial sector.

4.1.4 The multi-agency group should establish mechanisms that will provide assistance and support to individuals and communities, both in the response and recovery phases of an emergency or disaster and in the period before such an incident. This will enable individuals and communities to make informed choices and take appropriate measures to mitigate the impact of an emergency or disaster on them and others.

4.1.5 An example of the aim and objectives of a multi-agency human aspects group is attached at Appendix A.

4.2 An inclusive and integrated approach

4.2.1 The multi-agency group should adopt an inclusive and integrated approach to its sources of information and intelligence, the categories of individuals who may benefit from support and assistance and how to provide appropriate support and assistance.

4.2.2 Information and intelligence sources for the multi-agency group could include:
- existing government and statutory providers
- experts
- community groups
- special or common interest groups
- local citizens.

4.2.3 All members of a local community, however large or small, may benefit from receipt of information on actions they can take to mitigate the impact of an emergency or disaster.

4.2.4 At the time of, and in the period following an emergency or disaster, the categories of individuals who may benefit from support and assistance could include:
- casualties (fatal, serious, slight)
- survivors (involved but not physically injured)
- bereaved
- evacuees (residents, passengers, employees, audience/spectators)
- relatives and friends
- witnesses
- emergency response organisations.

4.2.5 This inclusive and integrated approach to the delivery of effective human aspects activities should deal with all phases of an emergency or disaster, focusing on activities in advance of them occurring, as well as the response and longer-term rehabilitative and recovery efforts following their impact.
4.2.6 Indications of a successful inclusive and integrated approach could include:
- informing citizens about risk and conducting individual and community-focused analyses of risk, vulnerability and resilience in anticipating and assessing risk
- engaging with communities to identify and deal with the human aspects of an emergency or disaster as part of preventative and preparatory activities, including the development and communication of emergency plans
- identifying the human aspect impacts and consequences of an emergency or disaster and addressing those impacts and consequences
- responding actively and immediately to the human aspect consequences of an emergency or disaster, focusing on psycho-social as well as measures of infrastructure reconstruction
- including human aspect activities in civil protection plans, together with the identification of mechanisms for activating longer-term, disaster-specific services following an emergency or disaster
- clarifying the roles and responsibilities of citizens, communities and organisations in meeting the needs of individuals affected by an emergency or disaster
- identifying and preparing adequately, personnel who may undertake specific roles in responding to the human aspects of an emergency or disaster.

4.3 Identification of needs

4.3.1 To enable the multi-agency group to plan effectively the response to the human aspects of an emergency or disaster, the group should understand the nature of the impact of an emergency or disaster on individuals and communities. Human aspects activities should be based on ‘actual’ needs and not ‘perceived’ needs. This means that the multi-agency group should communicate with local citizens and communities to establish the concerns and challenges faced by the local population and what support and assistance these citizens and communities need to meet these concerns and challenges. The multi-agency group should be flexible in its approach and open to addressing other needs that may arise.

4.3.2 This needs-led approach works best where responding organisations have:
- mechanisms in place that enable them to understand the concerns and challenges of their citizens and communities
- an understanding of how this engagement with their citizens and communities can assist in building individual and community resilience
- arrangements that enable them to prioritise the needs and care of individuals affected by an emergency or disaster
- the capacity and capability to be flexible, responsive and adaptive in identifying and meeting needs, including the ability to identify, target and communicate effectively with individuals and communities that may be hard to reach.

4.3.3 The range of human aspects activities to be considered by the multi-agency group should reflect the different requirements of individuals and communities affected by an emergency or disaster. The needs of individuals could include:
- medical assistance or first aid
- shelter
- information and communication
to be listened to
- a sense of belonging
- recognition
- reassurance
- security and protection
- practical support
- emotional support
- financial support
- legal support
- privacy and dignity
- faith and cultural needs
- advice
- to be allowed to exercise control over their recovery
- access to longer-term support.

4.3.4 The needs of communities could include:
- information
- reassurance
- service continuity
- opportunities to share experiences
- demonstrations of solidarity
- opportunities to support recovery
- to be allowed to exercise control over their recovery.

4.4 Developing local preparation arrangements

4.4.1 The multi-agency group should work with its local citizens and communities to agree how best to prepare them for the impact of an emergency or disaster. This may include awareness-raising and pre-incident education, training and exercises so that citizens may take appropriate action to prepare, better for an emergency or disaster and contribute to decision-making in the recovery phase.

4.4.2 By recognising that citizens and communities have the capacity to be resilient, to adapt and recover from adverse experiences, the emphasis can be placed on enabling citizens and communities to help themselves; to develop their own practical, emotional and social resources. This can be achieved by drawing upon and building the strengths, capabilities and self-sufficiency of citizens and communities to make their own practical arrangements and through the use of existing support networks and coping strategies, or the promotion of new, adaptive family, community and self-help groups and networks.

4.4.3 Consideration should be given to how best to involve children and young people when undertaking activities to prepare citizens and communities. Such engagement may help to:
- provide children and young people with relevant and useful civil protection information
- assist them to prepare for the consequences of predictable and potential local emergencies or disasters, for example earthquakes, forest fires, or severe weather events
- enable them to inform and advise family members, by sharing their learning
assist in their preparation and development as adults with an established sense of civic responsibility.

4.4.4 This inclusion of citizens and communities in developing their own resilience will not remove the need for the provision of a range of support facilities following an emergency or disaster. However, these support facilities should be delivered in a way that does not discourage the aim of developing greater self-help and resilience.

4.5 Post-emergency support facilities

4.5.1 Although informing and preparing citizens and communities to work together is likely to increase their resilience, it will not remove the requirement for local civil protection arrangements to include the provision of post-emergency support facilities. These facilities should enable the responding organisations to respond to the requirements of a specific emergency or disaster that cannot be resolved by the citizens or communities themselves. These facilities could include some or all of the following:

- an initial point of contact for receiving/assessing information about individuals to:
  - inform an investigation
  - trace and identify individuals
  - collate accurate information to reconcile reports of individuals who have been reported as missing with information on individuals who have been traced
- a place staffed and equipped to meet the needs of individuals who were involved directly in the emergency or disaster, and do not require hospital treatment – evacuees
- a place staffed and equipped to meet the needs of individuals who have been evacuated as a result of the emergency or disaster – survivors
- a place staffed and equipped to meet the needs of individuals who are the family or friends of individuals they believe may have been involved in the emergency or disaster – family and friends
- a telephone support line facility that provides the opportunity for individuals to report their specific needs or receive information that may help to meet their needs.

Implement support facilities to meet needs
Section 5 – Evaluating capacity and capability

Summary
This section explains
- the importance of evaluating capacity and capability and the different ways of doing so:
  - debriefing (section 5.1)
  - exercises (section 5.2 – 5.7)
  - surveys and questionnaires (section 5.8)

5.0.1 An essential element of developing appropriate arrangements for the human aspects of civil protection is to periodically review and evaluate the capacity and capability to respond to the impact of an emergency or disaster on individuals. This can be done by using a variety of processes, including: implementing a structured debrief process following any ‘live’ incident; organising and holding exercises; and conducting post incident surveys or evaluations. These can be used to review and evaluate all, or specific aspects of the agreed arrangements for example immediate response, through to the longer-term recovery.

5.0.2 In the context of this document, capacity refers to the number of resources available to respond to the human aspects requirements of an emergency (as identified using the risk assessment process).

5.0.3 Capability refers to the skills, knowledge, tools and equipment required by individuals to fulfil a role or roles in the response.

5.1 Real incidents – debriefing

5.1.1 There are a number of debriefing methods that can be used, including: debriefing workshops; meetings; individual interview and questionnaires. Whatever methods are used it is important that the process has very clear goals and is conducted in a structured fashion that ensures those taking part remain constructive and objective and focused on specific elements. The whole process will require careful management to ensure that it remains focused on the desired outcome and that the learning is properly considered and remedial action identified and commissioned.

5.1.2 Consideration should be given to when debriefs are held, to take account of the possible short, medium and longer-term human aspects impact of an emergency or disaster and the potential requirement to conduct debriefing at various phases as the response arrangements change to meet the developing needs of individuals affected.

5.1.3 When planning debriefings thought should be given to:
- whether the debriefing is to be mandatory or voluntary
- who will lead the debriefing
- how the information obtained will be recorded
- whether the debriefing should be single or multi-agency.
5.2 Exercises

5.2.1 Exercises are an essential element in both reviewing and developing the capacity and capability to respond to the human aspects of an emergency or disaster. They can be held in a number of forms and on different scales, including: role-play, tabletop, paper-based or computer simulated.

5.2.2 Whichever format is used, the exercise should have very clear aims and objectives and be planned with care. This will enable the exercise to remain focused on specific capacity and capability areas, as identified in the exercise objectives. This will also facilitate the debrief process that should be held after the exercise to identify the ‘learning outcomes’.

5.3 Planning and managing the exercise

5.3.1 Consideration should be given to the appointment of key personnel to both plan and manage the exercise. These may include:

- exercise director – responsible for agreeing the terms of reference and providing strategic direction to the planning process and event execution
- exercise planning team – working to the exercise director will write and plan all aspects of the event
- exercise safety manager – responsible to the exercise director to ensure that the agreed Health and Safety arrangements are in place and followed
- exercise monitors or umpires – working to the exercise director, will ensure that the event remains in line with the agreed aims and objectives. They will also provide a post-exercise report, highlighting areas for learning and development.

5.3.2 An example of a community-based exercise guide can be found on the Informed. Prepared. Together. Website: www.informedprepared.eu

5.4 Safety and welfare

5.4.1 The safety of personnel taking part in an exercise is extremely important. The exercise should be subjected to a separate risk assessment, with appropriate control measures identified to mitigate the risks, including briefing of personnel, prior to the event.

5.4.2 In ‘live play’ exercises in particular, it may, depending on the level and type of risks identified, be appropriate to give consideration to providing ‘first aid’ and other medical support as part of the control measures to mitigate risks. Thought should also be given to the welfare of participants, as identified by a risk assessment; this may include the provision of food, drink, changing, washing and toilet facilities before, during or after the event.

5.5 Community impact and public information

5.5.1 Depending on the type and scale of the exercise, those responsible for its planning should consider the impact on the community, including individuals and the wider population and the potential requirement to provide public information about the exercise. The possible
Community impact should be subject to a separate assessment and preparation with appropriate measures introduced to mitigate the impact and ensure effective communication, through media channels if necessary.

5.6 Community Involvement

5.6.1 In order to develop the most resilient arrangements to deal with the human aspects of an emergency or disaster, active consideration should be given to appropriately involving citizens, volunteers and communities in any exercise programme. This will assist in the integration of citizens, volunteers and communities as full partners in the arrangements, encourage ownership, facilitate the effective sharing of information and assist the risk assessment process. Where appropriate, consideration should also be given to follow-up activities such as the development of skills, including training requirements, further exercises and other appropriate support for citizens, volunteers and communities.

5.7 Partnership with the media

5.7.1 Where appropriate, consideration should also be given to working in partnership with the news media (local, regional and national) in developing and holding exercises. This may have a number of benefits, including increased awareness, trust, confidence and more effective public communication arrangements.

5.8 Surveys and questionnaires

5.8.1 Surveys and questionnaires can also be an effective and cost effective method of measuring the effectiveness of arrangements to deal with the human aspects of an emergency. As with other methods they should have clear agreed aims and be specific and objective. They can be used as part of a period review, or to conduct a post incident survey to examine all or specific parts of the response arrangements. They can involve the use of information technology or more traditional methods, or both.

5.9 Summary

5.9.1 The area of evaluating capacity and capability is closely linked with the requirement for an effective risk assessment process. The potential for changes to the identified risks, both in type and in scale, reinforce the requirement for a regular review process to ensure that the most appropriate and effective arrangements are in place to deal with the human aspects of an emergency or disaster. Structured debriefs to identify areas for learning and development, following either actual incidents or planned exercises, are an important part of the process. All aspects of evaluation will require clear strategic direction and management to ensure that capacity and capability gaps are identified and that the identified human aspects arrangements are appropriate to respond to the identified risks. This evaluation process is illustrated in the following diagram:
Section 6 – Review of the strategic intention

6.1 Civil protection practitioners and community leaders will wish to review the strategic intention, described in section 2, to establish whether it continues to be valid in supporting the process of responding, effectively to the human aspects of an emergency or disaster.

6.2 If the strategic intention is still considered relevant, current and valid, then consideration should be given to evaluating the arrangements that are in place at a local, regional or national level to establish whether the overall strategic intention is being realised, that is, do the arrangements provide the capacity and capability required to meet the needs of citizens and communities affected by an emergency or disaster. Use of one of the methods described in section 5 may assist this evaluation process.

6.3 If the strategic intention is not considered relevant, current and valid, then appropriate adjustments should be made. Consideration should be given to a review and if necessary amendment of arrangements at the local, regional or national level to support the revised strategic intention.

6.4 This should be linked with a strategic risk assessment that may look at a number of areas, which may include:

- political influences and changes
- economic factors
- social changes
- technological developments
- environmental issues
- legal implications.

6.5 This strategic risk assessment should consider the risks and hazards that may result in an emergency or disaster and also the strategic risks to delivering the overall intention to deal effectively with the human aspects impact of an emergency or disaster.

6.6 Any agreed change to the strategic intention should be recorded and communicated clearly.
Annex A – Example of a multi-agency human aspects group

Aim of a multi-agency human aspects group

The aim of a multi-agency human aspects group is to identify and implement arrangements for the effective response to the human aspects of an emergency or disaster.

Objectives of a multi-agency human aspects group

The objectives of a multi-agency human aspects group are to:

- Utilise relevant sources of information and intelligence to identify the needs of local citizens and communities who may be affected by an emergency or disaster
- Work together with citizens and communities likely to be particularly vulnerable in and to an emergency or disaster
- Encourage an open and questioning approach to identifying and resolving challenges to the delivery of local human aspects activities
- Identify opportunities to work with local citizens and communities to deliver pre-incident education, training and awareness-raising activities
- Involve local citizens in the planning, preparation and delivery of exercises to assess capacity and capability to meet the human aspects of an emergency or disaster
- Assess the relevance and benefits of existing arrangements and facilities for meeting the human aspects needs of citizens and individuals affected by an emergency or disaster
- Identify areas of development in the response to the human aspects of an emergency or disaster
- Identify and promote the skills level of response organisation personnel involved in responding to the human aspects of an emergency or disaster
- Share information with similar multi-agency groups in neighbouring areas to support a cross-border response
- Encourage and increase formal links between responding organisations involved in dealing with the human aspects of an emergency or disaster
- Integrate the identified arrangements for responding to the human aspects of an emergency or disaster with local, regional or national guidance on the provision of practical and emotional support to individuals affected by an emergency or disaster
- Provide an effective communication link with other local civil protection planning groups.
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- A/B. Get together – card game
- C. Top 10 tips Preparing for an emergency leaflet
- D. Top 10 tips Preparing for an emergency mini leaflet
- E. Top 10 tips What to do in an emergency leaflet
- F. Top 10 tips What to do in an emergency mini leaflet
- G. Bounce-back-ability’s Top 10 tips leaflet for teens
- H. Bounce-back-ability’s Top 10 tips mini leaflet for teens
- J. Bounce-back-ability’s Top 10 tips for children
- K. Bounce-back-ability’s stickers for children
- L. Bounce-back-ability’s poster/puzzle for children
- M. Set of stickers:-
  - What to do in an emergency / Emergency kit bag
  - Preparing for an emergency / What to do in an emergency
  - What to do in an emergency / Personal emergency plan
  - Preparing for an emergency / Emergency kit bag
- P. Human aspects in civil protection – understanding the principles leaflet
- Q. Human aspects in civil protection – putting the principles into practice booklet
- R. Community-based emergency exercise guide booklet
- S. Tips for managing yourself and your emotions better leaflet

All of the above are available to download from the website: www.informedprepared.eu

The website provides access to an extensive range of both new and existing resources, including information and leaflets for citizens, guidance for organisations, publications and reports, emergency kits, a calendar, games and links to further helpful and relevant websites.

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