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## Planning to Fail



# Plan B

## “Planning to Fail”

When Plan “A” fails do we have a viable “Plan B”?

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# Crisis Management-Crisis, What Crisis!

## Crisis Management



- Technological on site.
- Technological at the office.
- Confrontational.
- Malevolence.
- Organisational Deception.
- Violence or Terror Incident.
- Major incident on site.

# Precision Wording

**Emergency** – “an event or situation which threatens serious damage to human welfare, the environment, or war & terrorism which threatens security”

**Major accident** – “an occurrence leading to serious danger to human health or the environment”.

**Crisis** – “an abnormal or unstable situation that threatens the organisation’s strategic objectives, reputation or viability”.

# Assess the Risk

What emergency could arise?

What is the likelihood of that emergency arising?

What are the potential consequences to people and the environment?

How will it impact on the business?

# Example

You are carrying out works for a new car park adjacent to a major shopping centre.

You have been issued with services drawings by the client.

You dig below the existing tarmac car park and strike a watermain.

Let's discuss what we do next.

- Turn off the water.
- So do we know where the shutoff valve is?
- If we do will it actually shut off?
- How bad is the damage?
- Who or what have we affected?

# How Bad Could It Be?



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# How Bad Could It Be?



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# What Do the UK Management Regulations Say?

“The Management Regulations place duties on all employers, so all organisations must examine their activities and surroundings to assess all foreseeable emergencies”

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# Regulations 8 & 9 of the Management Regulations

8 - Draw up procedures to be followed by workers in the event of any situation involving **serious and imminent danger** and ensure good communication.

9 - Ensure that appropriate external contacts are in place to provide effective first aid, emergency medical care and **rescue work**.

# Any Other UK Acts?

Control of Major Accident Hazards  
Regulations (COMAH)

Civil Contingencies Act (Contingency  
Planning) Regulations

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# Crisis Leadership

- ✓ Signal Detection (Sense Making) Taking Stock. Considering other views
  - ✓ Preparation and Prevention of post crisis escalation
    - ✓ Containment and Damage Control
  - ✓ Business Recovery – Includes Continuity Planning
    - ✓ Communication

Erica Hayes James – University of Virginia Business School

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# Crisis Management Order of Priority

1. Protection of life.
2. Protection of property.
3. Allaying public fear.
4. Return to normality.

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# Crisis Leadership



- Crisis Management Team
- Risk Assessment
- Chain Of Responsibility
- Who is in your team?

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# Crisis Management Team – Who Is In?

Think about who needs to be in your team and why?

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# Crisis Management Team

Did your list include...

Owner

Project Manager

Safety Director

Supervisor

Human Resources

Lawyers

Counsellors

PR Team

*Who Can You Trust??*

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# Crisis Plan

**Ensure means of Communication**

Between Employees

Between Management

‘Officialdom’

Families

**Determine Responsibilities**

**Practice/Train**

**Evaluate and Audit**

**Pre-Planned Statements**

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# Crisis Plan

## Psychological support.

1. Immediate debriefing. Evidence shows that the opportunity to offload immediately after an event can be a positive factor in psychological recovery.
2. Short Term Counselling. For all affected by the events.
3. Psychological support services. For those that may be affected more acutely (for example PTSD).

# Crisis Plan

**Financial support.**

- 1. Immediate help to affected employees families.**

**Ask your insurers for help as they will have experts they can turn to.**

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# The Elements of a Crisis Response



## OPERATIONAL RESPONSE

- Implement emergency response procedures
- Protect employees and business operations
- Assess the situation
- Brief headquarters

## MANAGEMENT RESPONSE

- Mobilize crisis teams
- Confirm crisis severity
- Advise senior executives
- Adjust and implement crisis response plans
- Prepare for external communications

## COMMUNICATIONS RESPONSE

- Employees at all locations
- Families of employees
- Supporters & adversaries
- Funding sources
- Government officials
- The news media

# Crisis Plan

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# Communication

Define your Philosophy & Actions

What will you say?

How will you say it?

Who will say it?

Assess your vulnerabilities

Develop a protocol

Remember – emergency calls are recorded and frequencies monitored

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# Dealing With The Media

Lanny Davis, Counsellor to Bill Clinton 1996 – 1998

**“Tell it Early, Tell it All,  
Tell it Yourself.”**

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# Media Statements

Has your company got a standard statement to be used in the event of a crisis?

Has it allowed for Questions 'From The Press?'

Does Your statement include...

A clear description of what happened

The current position

How you will advise on outcomes

Whether you will be issuing further statements

Thanks to the press for attending

# Social Media



- Real Time Information
- Spreads like a bush fire
- Hard to control
- Escalation
- Level of Accuracy “Fake News” travels much faster than real news.
- Never Contradict Evidence on Film



# Media Statements

Did you brief the telephonists?

Have they been trained to handle press calls and difficult callers?

Have you made sure only one person speaks to the press?

Remember 5 years ago the press were alerted by Reuters Agency, now they are alerted via social media.

Are your Facebook, Instagram, Snapchat, LinkedIn and Twitter accounts all managed by one person?

Is the same information on each account?

Don't get into discussions on Social Media.

# Media Statements: Do's & Don'ts

**Do** make sure the press know there is only one spokesperson

**Do** talk, saying a little is better than 'no comment'

**Do** tell the truth – The press will find out anyway

**Do** Be honest

**Don't** Discuss Fault or Blame

**Don't** discuss damage and costs

**Don't** have the MD as Spokesperson

**Why do I say this?**

**NEVER AD LIB. ALWAYS USE A PREPARED WRITTEN STATEMENT**

# Media Statements: Do's & Don'ts

## Dominic Wigley H&S Head at Merlin Entertainments.

After the “Smiler” crash at Alton Towers Merlin released a media statement that blamed “Human Error” but they quickly realised that was incorrect.

Dominic said in an interview with IOSH Magazine “I think that was a symptom of too many people involved in developing the press statement,” he says. “It had gone through a number of alterations and in the final few hours before its release there were some tweaks made to it which created an interpretation we hadn't intended. Parts of the wording of that press statement were picked up and amplified in the media, using the phrase ‘human error’.

# Media Statements Do's & Don'ts

## Dominic Wigley H&S Head at Merlin Entertainments.

He went on to say “The impact of the speed of social media transmission was unanticipated”. “Some of the families of the injured parties were learning first of the fact that their loved ones were caught up in the incident through postings on social media, rather than in a way that we, or the authorities, would have wished for those difficult conversations to take place.”

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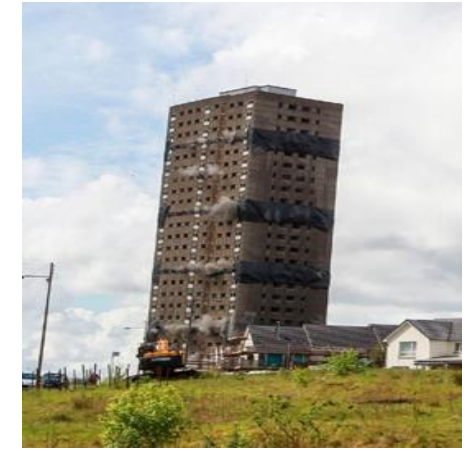
# Media Statements: Do's & Don'ts

## Dominic Wigley H&S Head at Merlin Entertainments.

His lessons learned included:-

- Nominate deputies for key members of the crisis team to allow them some time to sleep and recuperate.
- Another lesson was the value of a dedicated note-taker in crisis meetings, “so you’ve got an audit trail of all the decisions taken, as you might want to reflect on them in the months ahead to help review lessons learned”.
- The value of having the right people doing the right jobs and then giving them the support, direction and autonomy to do their best in such challenging circumstances: “If you can do that it makes your job so much easier.”

# Explosive Demolition Planning



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# What Can Go Wrong?

Explosive cut off.

Stand ups.

Debris outside exclusion zone.

Broken windows.

Damaged roof tiles.

**What about even before the button is pushed?**

Rosemount Phase 3 – Resident due for evacuation on the day died on the morning.

Rosemount Phase 3 - Police say no road closure possible.

Rosemount Phase 1 – Police helicopter crashes in Glasgow on the Friday.

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# Safety Briefings

Do Management understand what they are doing?

Have members of the team been briefed?

Have emergency services been briefed?

General public safety?

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# Regular Update Statement

## EXAMPLE

We can confirm that as of 24/04/16 at 11am this morning part of the tower block at Westminster Street, Tipton failed to collapse.

We will provide updates as we receive them.

We are working with the emergency services who are currently on site to understand the cause of this incident.

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# Contingency 'Plan B'

Contingency Meetings  
Scenarios

What is Plan B,C,D,E?

Seek 3<sup>rd</sup> Party advice

Press & Media Consultant



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# Some Tips From My Experience

Set up a contingency team with different people from the management team.

Remember your mobile phone charger.

If signal area is poor bring another phone on another network.

If you wear glasses, have you got your spare pair?

Have you got your wallet?

Overnight bag - you may have to stay on site.

Is the car full of fuel?

# Some Tips From My Experience

Did you remember any medication?

Water and food for sentries and police on “point”.

Doctor on site as well as First Aiders.

Have deputies for key people, for example:

Explosive engineer gets food poisoning overnight.

Why do pilots eat different meals to the passengers and to each other?

Crane driver’s wife goes into labour.

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# Summary

“Planning to Fail” works for all scenarios not just explosive demolition jobs.

Inform all organisations top to bottom of the works being carried out.

Create hold points & mechanisms for the work process.

Have a plan B,C,D & E!!!

Practice the Plans.

# Closing Thoughts!

**What is the real difference between a professional and an amateur?**

**“An amateur practices until he can do a thing right, a professional until he can’t do it wrong.”**

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# Thank You For Listening

Thank you for giving me the time to speak to you today.



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