

Portfolio 05: Organisational Resilience & Emergency Preparedness

Strengthening Organisational Resilience Through
Leadership, Partnership and Preparedness



LPC London Policing College
BUILDING OPERATIONAL RESILIENCE.

Portfolio 05:
**ORGANISATIONAL
RESILIENCE &
EMERGENCY
PREPAREDNESS**

Strengthening organisations. Protecting communities.

Strategic Coordinating Group
Strategic Decision-Making Under Pressure

MAJOR INCIDENT SCENARIO
Strategic Decision-Making Under Pressure

Strategic Coordinating Group
Interoperability
Communication
Co-ordination

Strategic Leadership
Trusted Partnerships
Interoperability & JESIP
Immersive Learning
Prepared to Respond

IN PARTNERSHIP WITH

Leicester, Leicestershire and Rutland Resilience Forum
Sutton Council
LONDON RESILIENCE FORUM

**CONFIDENT LEADERS. STRONGER PARTNERSHIPS.
RESILIENT COMMUNITIES.**

Developing leaders • Strengthening partnerships • Protecting communities

Clients: Sutton Council
Leicester, Leicestershire & Rutland Resilience Forum
London Resilience Forum



Resilient organisations are not created during emergencies; they are built long before the crisis begins.

Effective resilience depends upon confident leaders, trusted partnerships and organisations that have learned to think, decide and act together under pressure.

Our role is to help develop that capability before it is needed most.

Rod Jarman QPM Ostj FICPEM
Programme Director
London Policing College

Capability Snapshot



Major emergencies test far more than individual competence—they test the ability of organisations to lead, collaborate and make effective decisions together under pressure.

The London Policing College partnered with the Leicester, Leicestershire & Rutland Resilience Forum, Sutton Council and the London Resilience Forum to strengthen strategic and tactical leadership capability through an integrated programme of resilience education, exercising and organisational development.

Working alongside senior leaders, we designed programmes aligned to the Civil Contingencies Act, JESIP principles and the National Resilience Framework, combining practitioner-led teaching with immersive exercises, virtual reality (VR) technology, collaborative problem-solving and structured reflection.

Rather than delivering isolated training events, our approach built enduring organisational capability—strengthening leadership confidence, improving interoperability and creating trusted partnerships that continue to support operational preparedness.

Why This Matters

Major incidents demand confident leaders who can make effective decisions under pressure, coordinate multiple organisations and maintain public confidence in rapidly changing situations.

Developing organisational resilience requires more than teaching procedures; it requires leaders who understand one another's responsibilities, can communicate effectively across organisational boundaries and are able to work together before an emergency occurs.

By bringing strategic and tactical leaders together in realistic learning environments, organisations strengthen preparedness, improve interoperability and create the relationships that underpin successful emergency response.

Challenge - Understanding the Operational Problem

Each organisation faced different operational pressures, governance arrangements and learning requirements, yet all shared a common need to strengthen resilience, leadership and multi-agency collaboration.

Working across Local Resilience Forums, local government and emergency services required programmes that aligned with JESIP principles, national resilience standards and local risk profiles whilst remaining practical, engaging and directly relevant to experienced operational leaders. The challenge was to move beyond compliance-based training and develop confidence, judgement and collaborative leadership that could be transferred immediately into operational practice.

ENGAGEMENT SNAPSHOT



THE ENGAGEMENT

In partnership with the Leicester, Leicestershire & Rutland Resilience Forum, Sutton Council and the London Resilience Forum, the London Policing College designed and delivered capability development programmes that strengthened strategic leadership, tactical command and multi-agency resilience across emergency services and local government.



AT A GLANCE

- ✓ 100+ strategic and tactical leaders developed
- ✓ Strategic (JESIP) leadership programmes
- ✓ Tactical (JESIP) leadership programmes
- ✓ Multi-agency CPD and exercising
- ✓ Three major resilience partnerships
- ✓ 95%+ participant satisfaction



OUR APPROACH

- ✓ Evidence-led design aligned to JESIP, the Civil Contingencies Act and National Resilience Standards
- ✓ Scenario-based learning using realistic multi-agency incidents
- ✓ Cross-sector collaboration bringing together police, fire, ambulance, local authorities and partner agencies
- ✓ Continuous evaluation, facilitated reflection and programme refinement



DELIVERY AT SCALE

- ✓ Strategic and tactical leadership programmes delivered across multiple agencies
- ✓ Multi-agency CPD sessions supporting continuous development
- ✓ Tabletop exercises and practical simulations
- ✓ Flexible delivery responding to operational priorities



HIGHLY ENGAGED LEARNERS

- ✓ Practical, immediately applicable learning
- ✓ Strong engagement through discussion and decision-making
- ✓ Excellent feedback across all programmes
- ✓ Increased confidence in strategic and tactical leadership



OUTCOME

Strengthened organisational resilience through improved strategic leadership, tactical decision-making, interoperability and preparedness for complex multi-agency incidents.



LEGACY

Established an enduring model for multi-agency resilience development, strengthening leadership capability, partnership working and preparedness across emergency services and local authorities.



BUILDING ORGANISATIONAL RESILIENCE.

Developing Leaders • Strengthening Partnerships
Protecting Communities



UNDERSTAND

Defined the operational challenge.



EXPLORE

Identified capability gaps.



DESIGN

Co-designed the capability solution.



DEVELOP

Developed confidence through practice.



MEASURE

Measured behavioural improvement.



SUSTAIN

Established sustainable capability.

ENGAGEMENT SNAPSHOT



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Discovery - Finding the Capability Gap

Working closely with senior leaders across the Leicester, Leicestershire and Rutland Resilience Forum, Sutton Council and the London Resilience Forum enabled the programme team to understand both organisational priorities and the practical realities faced by commanders during major incidents.

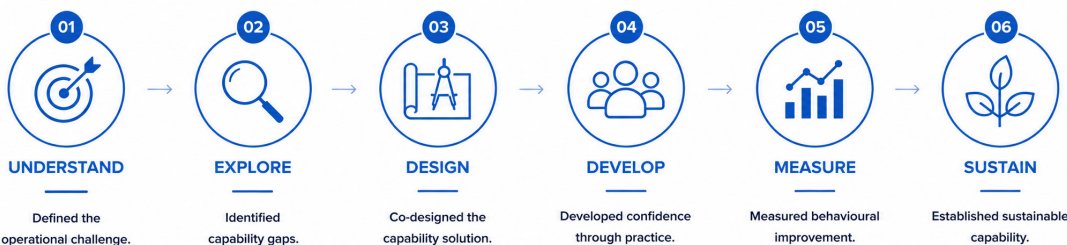
Operational consultation identified opportunities to strengthen strategic decision-making, tactical coordination, emergency control arrangements and multi-agency interoperability. These insights informed programmes that reflected local risk, organisational structures and the evolving expectations placed upon resilience leaders operating within increasingly complex environments.

Consultation also identified opportunities to modernise exercising by introducing immersive technologies, enabling leaders to experience realistic decision-making environments that complemented traditional table-top exercises.

Design - Building the Right Solution

The programmes were designed around recognised national doctrine, including JESIP, the Civil Contingencies Act, National Resilience Standards and established emergency management principles.

Learning combined facilitated discussion, realistic scenario-based exercises, immersive Virtual Reality (VR) environments, collaborative problem-solving and structured reflection. The integration of VR provided participants with realistic operational experiences in a safe learning environment, allowing strategic and tactical leaders to rehearse decision-making under pressure before participating in larger multi-agency exercises.



PROGRAMME FACULTY

The leaders behind operational resilience capability.



Rod Jarman QPM OStJ FICPEM
Programme Director

- Former Metropolitan Police Deputy Assistant Commissioner
- Fellow, Institute of Civil Protection & Emergency Management
- Strategic lead for programme design, interoperability and resilience capability
- Lead designer and facilitator for strategic and tactical leadership development



Martin Gallagher
Strategic Resilience Specialist

- Former Police Superintendent and nationally recognised resilience practitioner
- Specialist in strategic command, resilience planning and organisational preparedness
- Extensive experience advising public sector leaders and resilience partnerships
- Led delivery of strategic leadership sessions and resilience doctrine



Stuart Hyde QPM
Former Chief Constable | Strategic Command Lead

- Former Chief Constable and Deputy Chief Constable
- Former Chair of the West Midlands Local Resilience Forum
- National leader in civil contingencies, critical incident command and resilience
- Delivered strategic command and multi-agency decision-making



Brian Harris MBA
Multi-Agency Exercising Specialist

- Former Detective Inspector, Scottish Multi Agency Resilience Testing & Exercising Unit (SMARTEU)
- Designed and led national resilience exercising programmes across Scotland
- Specialist in counter terrorism, crisis response and exercising
- Led exercising methodology and operational scenario development



Sean McDermid MBA
Community Safety & Resilience Specialist

- Director of Community Safety, London Borough of Newham
- Former Metropolitan Police Superintendent
- Led emergency planning, business continuity and community safety functions for a major London authority
- Brought current local authority resilience and partnership expertise



This core faculty was supported by additional subject matter experts and operational practitioners, providing specialist expertise across policing, emergency services, local government and resilience partnerships.

FACULTY STRENGTH

- | | |
|--------------------------------------|----------------------------------|
| ★ Chief Officer Leadership | ★ JESIP Practitioners |
| ★ Police & Local Authority Expertise | ★ Counter Terrorism Specialists |
| ★ FICPEM Leadership | ★ Multi-Agency Exercising |
| ★ Local Resilience Forum Experience | ★ Operational Command Experience |



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Developing Leaders • Strengthening Partnerships • Protecting Communities

Strategic and Tactical programmes were complemented by continuing professional development sessions, practical exercising and specialist local authority capability development, ensuring participants could apply learning immediately within their own organisations and resilience partnerships.

Delivery - Developing Confidence Through Practice

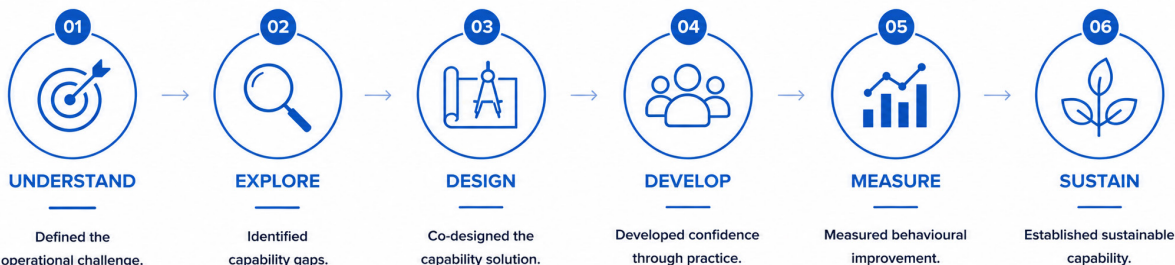
Delivery was led by experienced practitioners who had commanded major incidents, worked within strategic command structures and advised resilience partnerships nationally.

Programmes brought together leaders from multiple emergency services, local authorities and partner agencies, creating an environment where operational experience could be openly shared and challenged. Facilitated discussion, collaborative exercises and structured debriefs encouraged participants to learn not only from instructors but also from one another, strengthening professional relationships alongside technical capability.

Practical learning was reinforced through the use of immersive Virtual Reality scenarios, enabling participants to experience complex incidents, explore decision-making consequences and receive immediate facilitated debrief. Feedback consistently highlighted VR as one of the most engaging and memorable aspects of the programme.

Evaluation - Measuring Operational Change

Evaluation demonstrated consistently high levels of participant satisfaction, confidence and operational relevance.



INNOVATION IN PRACTICE

Technology enhancing operational capability.

IMMERSIVE VIRTUAL REALITY

WHY VR?

Traditional classroom learning cannot recreate the pressure, uncertainty and pace of a major incident.

Immersive VR places leaders inside realistic operational environments where they must observe, assess, decide and communicate in real time.

HOW WE USED IT

- ✓ Immersive incident environments
- ✓ Safe experimentation
- ✓ Strategic decision-making
- ✓ Facilitated debriefs
- ✓ Tactical leadership
- ✓ Lessons immediately applied

BENEFITS

- Increased engagement
- Improved operational judgement
- Higher confidence
- Realistic rehearsal before live exercising
- Better retention

WHAT PARTICIPANTS SAID

“One of the most engaging elements of the programme.”

“It brought decision-making to life.”

“Much more realistic than traditional classroom learning.”

OPERATIONAL IMPACT

VR complemented discussion, tabletop exercises and live simulation, helping leaders build confidence before applying learning within larger multi-agency exercises.

BUILDING FUTURE READY LEADERS

- Immersive Learning
- Operational Confidence
- Better Decisions

Participants reported increased understanding of multi-agency decision-making, greater confidence in exercising strategic and tactical leadership responsibilities and improved awareness of partner capabilities. Continuous evaluation throughout delivery enabled programmes to be refined in response to participant feedback and emerging organisational priorities, ensuring that learning remained current, practical and operationally focused.

Legacy - Building Sustainable Capability

The engagement established an enduring model for resilience capability development that extended beyond individual training events.

The partnership created stronger relationships between organisations, enhanced leadership confidence and supported a culture of continual professional development across resilience partnerships. Building upon this success, the work expanded into specialist programmes with Sutton Council and the London Resilience Forum Trailblazer initiative, demonstrating how capability development can evolve into long-term organisational partnerships that continue to strengthen resilience across multiple sectors.

Unlike traditional emergency planning training, the London Policing College's approach integrates operational leadership, organisational learning and partnership development, creating sustainable resilience capability rather than simply delivering individual courses.

In short we:

- Developed confident strategic and tactical leaders capable of leading complex multi-agency incidents.
- Strengthened interoperability and trusted partnerships across emergency services, local authorities and resilience partners.
- Embedded a sustainable culture of resilience through continual learning, exercising and organisational improvement.

"The measure of resilience is not what happens during an emergency—it is the capability that has been built beforehand. By bringing experienced practitioners together with strategic leaders across organisations, we help create confident decision-makers, stronger partnerships and safer communities."

Rod Jarman QPM OSTJ
Former Deputy Assistant Commissioner
Director, London Policing College