

Critical Review



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Crisis Management for Responsible Tourism and Events (BMTP6020)

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Introduction

Whilst partaking in the real life scenario, 3 command teams worked together with an aim to diffuse a crisis situation. These commands were gold, silver and bronze. The author was in the silver command group. The silver team's aim was to "command and coordinate the overall tactical response in compliance with the strategy, and is the tactical commander of the incident" (College of Policing, 2013). In this review, the author will be discussing the positives and negatives to individual work and teamwork during the crisis situation along with ways in which improvements could have been implemented during the crisis. To critically review the crisis situation, the author will be using Gibbs' Reflective Cycle to help create this review to the best of her ability. Gibbs' Reflective Cycle is a 6 stage system that allows the author to explore the Crisis Situation. The six stages are:

- Description
- Feelings
- Evaluation
- Analysis
- Conclusion
- Action Plan (Sekarwinahyu.M, Rustaman.N, Widodo.A, Riandi.R, 2019)

(See appendices 1 for model image)

Review of Preparation

Before the teams undertook the crisis event. They were asked to compile a sufficient amount of research on information that was previously provided to them during their lectures along with individual research on crisis management information. The teams were provided their roles well in advance in order to undertake as much research as possible along with having the opportunity to collaborate as a team to assess individual roles during the crisis. The author, Jasmine, was partnered with Amanda, Josh, Carys, Hannah and Flo. They as a team strategically pre planned certain aspects and roles that they would undertake during the crisis. Jasmine chose the role of silver commander for counter terrorism. The silver commander is a tactical team, This means that they are responsible for developing the tactics and objectives that have been provided to them by Gold Command (Pearce, T. Fortune, J, 1995). The team created a group of Microsoft Teams to come together to show each other's findings. By doing this, it allowed them to create a large portfolio of information to guide them through the scenario. All individuals were asked to choose a section to analyse the possible risks followed by creating a Powerpoint slide that would display these risks. The students would then have to present these slides to the rest of the class on the day of the scenario to gain a full understanding of all risks during the crisis situation. Jasmine chose to research the risks of the Ambulance. She completed the pre-assignment work along with the rest of her team. This again led them all to receiving more knowledge about possible risks that could affect their decisions during the situation (See Appendices 2 for Powerpoint Slide). On the day of the crisis scenario, the teams had a significant amount of time together to finalise all forms of plans and actions that they would put into place. They were at this point still unaware of the crisis situation and were only able to review previous crisis situations to gather any final knowledge. As a team they thought they worked well together to gather a vast amount of knowledge. Although Jasmine feels that there could have been more communication between the group to share all knowledge a while before

the day of the crisis as many of the team gathered similar knowledge. If the team would have communicated more effectively beforehand, they may have been able to complete the scenario without any problems. Silver command should have used crisis models before and during their scenario. One model they should have used was

The crisis scenario - The Morning of

The crisis situation was based on the champions league final in Cardiff Principality Stadium. On the day of the crisis command, the teams were brought together to gather final information to help guide them through the situation. They were provided time to watch other crisis case study videos including the London Bridge attacks and the Hillsborough disaster. The London Bridge attacks were unbeknown to the team to be extremely important to their crisis situation. These attacks were already known to a large number of the members of each team. Therefore the video of this case study was extremely useful to the team as it was a chance to refresh their memories on this attack. After watching the videos, the teams had a final chance to communicate as a team before the crisis situation. The teams worked together to go over the information everyone brought in. members of the team brought in maps of both the Cardiff City and The Principality Stadium. This allowed the silver command to go over any possible crisis situations that could occur across the city. Team communication was the most important during this crisis situation. Bruce Tuckman created the 5 stages of development theory for teams. In this theory he explains how a team should work together to create effective work as a group. The five stages are:

- Forming - Initial team development of communicating together to analyse team strengths and weaknesses and the goals the team have
- Storming - Team will be well underway of working together although tension may occur at this stage and teammates will try to dominate to become team leader.
- Norming - The team works through their problems and come together to work successfully to their goals.
- Performing - Group members will start to see a possible successful outcome due to them being more motivated along with being able to make positive decisions
- Adjourning - This is the final stage where the task has been completed and the team will either have a sense of relief or a feeling of disappointment. (Dolores Storch de Gracia.M, Mazadiego.L, Bernardo.L, 2017) (See Appendices 3 for model image)

Jasmine feels that the silver command team went through many if not all of these stages during their time crisis scenario. The team did face some issues whilst working together but came back stronger to complete the task.

The Scenario

The scenario was provided to the team which they then immediately had to get to work to gather their knowledge and notes together to quickly and effectively aim to deter the crisis. The first news the team was told was that there was a 999 call with the threat of a bomb in Cardiff Castle. The team jumped straight into action to come up with a plan to safely and calmly take action. They worked well as a team to come up with many options to dispose of said bomb. They were then made aware of counterfeit tickets, then a disruption in Cardiff Bay at 3pm followed by a council van still running with nobody inside. At this point, the silver command team was still very much in control and creating efficient plans to deter any more situations. The following table shows all the timings along with the teams roles at that point.

9:58pm	Cathedral Road opened again	This was the start of the main crisis situation
10:00pm	Noticed a white van from Cathedral road, heading towards Cardiff Castle	Gold and Silver command were made aware and were waiting for more information
10:02pm	Bayern Munich fans were leaving the stadium	At this point the silver command were still only able to observe
10:03pm	Continued to observe the suspicious white van	White van started to become suspicious to silver command
10:04pm	Van returned around Cathedral Road, continuing to loop around	The team then came up with possible theories as to why the van was looping
10:05pm	Van started to go towards the Castle Bridge	The team was still observing, waiting for more information
10:06pm	Continuing to Castle Bridge	The team was still observing, becoming increasingly suspicious
10:07pm	The van crosses the barricade and there is a 999 call that the van has hit 5 people and one person is in the river	Silver command went into action and were pulling their knowledge together to create possible plans
10:08pm	Van was left abandoned, 1 person was stabbed 7 times, the unarmed police were at the scene	Gold command relayed more information as to what their plans were as silver command were supposed to develop them further
10:09pm	One attacker killed a waiter in a pub	The team were at this point waiting for more information from Gold command
10:10pm	Gold command relayed the information that they locked down the bridge due to the stabbings and notified the hospitals and Trojan	Silver command were made aware of gold commands actions and were supposed to relay the information further to Bronze command
10:12pm	Knives were strapped to the 3 attackers hands, with	Silver command were still communicating as a team

	claims to have been wearing bomb vests	
10:13pm	An attacker hijacked a motorbike	The team put together their ideas on how to deter the situation as quickly as possible
10:14pm	Trojan arrived, hunting attackers	Commands were communicating in their teams
10:15pm	Continued to hunt attackers	Continued to communicate
10:16pm	Attackers were then killed by Trojan	Teams were communicating about the after effects of the situation and about the fans still in the stadium.
10:17pm	After terrorists were killed	Gold Command released a relief hotline for identified victims along with released a media statement

Accessing the Exercise

After the Crisis situation took place, the teams had time to come together to discuss their thoughts. Each team agreed that the scenario did not go great and all teams could have completed the scenario a lot better. In silver command, Jasmine feels that there could have been more communication in the team, some individuals struggled to communicate at all during the scenario. This therefore led the team to have a lack of possible useful information that may have made the scenario successful. Jasmine along with a large part of other members of all teams thought that the communication across each command was not up to par. Gold commands were supposed to relay their information to the Silver command who would then develop the information for the Bronze command to put into action. Although, Gold Command went directly to Bronze command, leaving Silver command with lack of knowledge along with less to action. Silver commands were also in fault as they did not communicate with Bronze commands effectively. The main issue during the scenario was communication. There should have been a lot for communication in and across all teams. Jasmine feels that she could have personally done more to help her team. She completed a large amount of notes during the situation but failed to gather any information prior to the scenario such as Crisis Models. She feels that if she may have had a variety of crisis models in front of the team, they may have been able to work quicker to complete the scenario successfully. Silver command should have used crisis models before and during their scenario. One model they should have used was the Understanding Crisis Management model by Gonzales-Herrero and Pratt. According to Gonzales-Herrero and Pratt, Crisis management includes these three following steps:

- Diagnosing the Crisis - This stage in the crisis scenario was when the team was presented with the first time frame. At this point, the gold command team should have been discussing with the silver command team who would have developed any plans to pass on to the bronze command who would take action.
- Planning - The planning stage in the scenario would be when the teams were creating plans on how to act when the crisis happened. This stage is essential as all teams needed to be most alert to make sure everything went smoothly to prevent any more problems happening during the crisis.
- Adjusting to any change - At this stage it was important that the team understood what could have been done to prevent this happening again in the future. The same mistakes should not happen again and plans should be changed for the better.
(Management Study Guide, 2022) (See appendices 4 for Model Image)

Conclusion

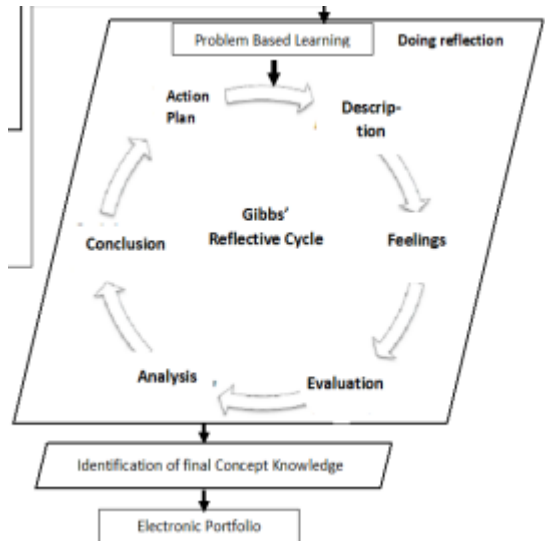
In conclusion, the whole scenario could have been a lot better. In particular, silver command could have improved greatly with their communication and preparation. All teams should have been significantly more prepared before completing the crisis situation. The scenario was the perfect way to show the teams just how quickly a disaster could occur and how fast crisis control teams must act to keep people safe. All teams worked really hard at the time of the event but should have remembered that communication is the most vital part to all crisis situations.

Reviews

Silver command should have written down a lot more notes during the preparation time prior to the scenario. Although they may have gathered a large amount of information for the scenario such as maps of Cardiff and information on previous attacks, they did not use these useful elements during the crisis. If they would have used these, they could have analysed the situation better. As a team, silver command discussed after the scenario that they all agreed they did not complete the task to the best of their ability. They felt they should have communicated better prior to the event. Jasmine also feels strongly about this. She feels that the situation would have been completely different if the team would have communicated prior to the event. Post scenario, she now understands how important team communication is and believes that she personally could have communicated a lot better and completed more work to benefit the team prior to the event. If the team were to undertake this task again in the future, they would make sure to include more crisis models into their scenario. The crisis models explain perfectly how to handle a crisis situation well, therefore if they used these models, they would have been able to complete the scenario to the best of their ability.

Appendices

1. Gibbs' Reflective Cycle Image



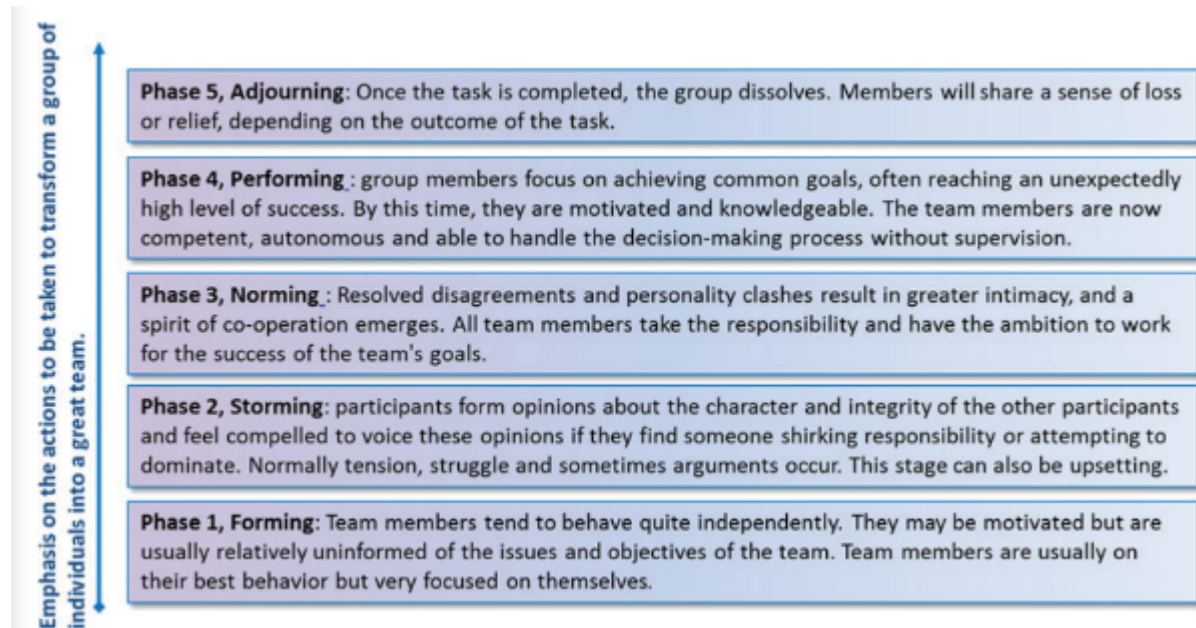
(Sekarwinahyu.M, Rustaman.N, Widodo.A, Riandi.R, 2019)

2. Powerpoint Slide

Ambulance

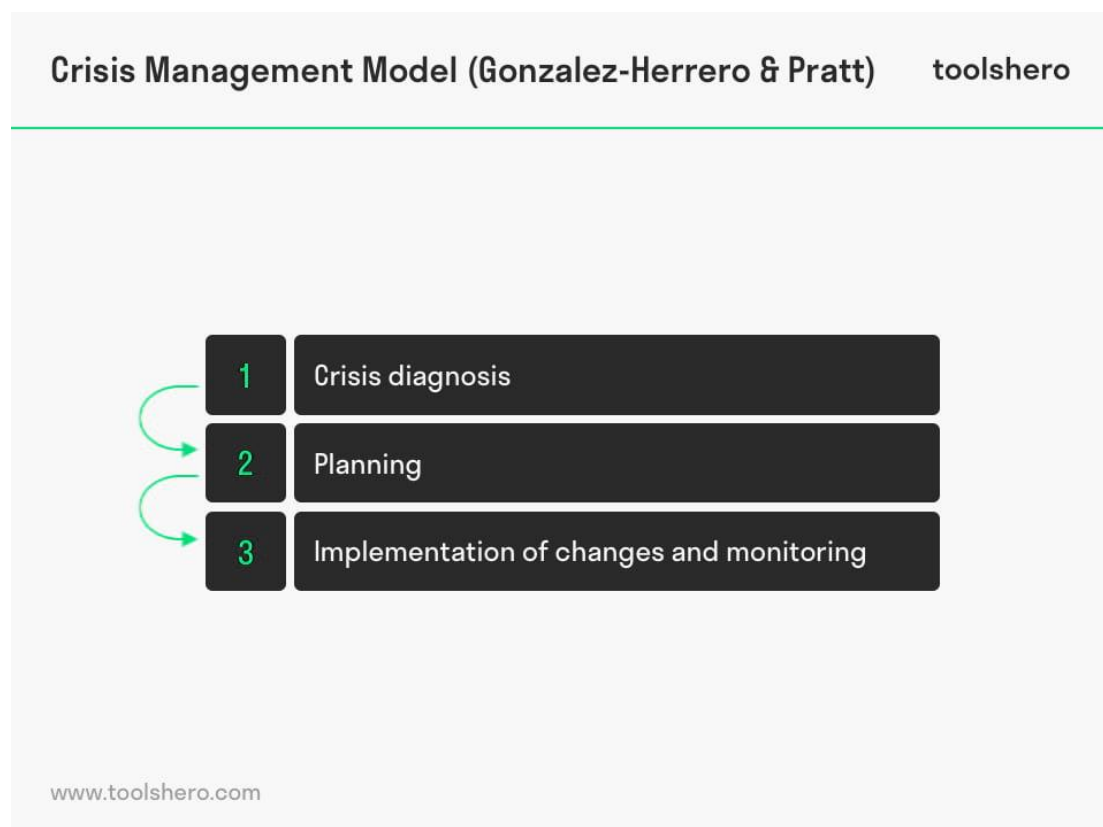
- The paramedics must be fully qualified and trained before monitoring the event. They must be made aware of the risks that may occur and how to deal with them.
- All local hospitals to be warned about the event
- Ambulances and paramedics to be on site before, during and after the event is in progress.
- In the case of an emergency, the ambulances and paramedics must be able to access emergencies quickly through pre planned routes
- Ambulance team must be briefed before the event by the teams in the hospital and the managers of the event venue.
- Keep in contact with other emergency teams during the event

3. Tuckman's Theory



(Dolores Storch de Gracia.M, Mazadiego.L, Bernardo.L, 2017)

4. Crisis Management Model



(Toolshero,2023)

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