



Whatever Next ?

# Lessons from a lifetime in disaster management

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- Content warning

# Introduction

- I am an emergency planner – you find me in the afterwards
- When The Dust Settles
- Transportation disaster
- Treatment of families and communities
- Treatment of responders – sometimes the same thing
- Current work

- Justice

- Fairness

- Learning

# I have seen a lot of unjust culture....

- Media
- Politicians
- Corporate behaviour
- 'Show me the bodies' – Peter Apps
- Working environments

# More on working environment TODAY...

- Pandemic – moral injury
- Pandemic – Great exodus/ Great Epiphany
- Transportation – world changed
- Post truth, post trust era – what does that mean for JC “agreement”

# People

- Plan v reality
- The aftermath



# No more disaster?

- “We warned them about the dam”
- The Tombstone Imperative – Weir
- Netflix
- “When The Dust Settles” - the hysteric
- “Zero Disaster”
- Pandemic – live alongside risk, manage risk, no risk?

# Two Truths

- Health care
- Many other things
- Conspiracy
- Cover up
- “Toxic Nuggets”

# Sorry is the hardest word to say

- Hard to say sorry
- Hard to get involved with the investigation
- Union advice
- Just culture initially – fails later?
- Revelations – 5 and 10 year point

# Aviation

- Air Traffic control
- Air disaster
- “Fear of Retribution”
- Effect of staff of a fatal event –regardless of cause

# Transportation Investigation

- Strict adherence to rules put in place to ensure a just investigation
- During their investigation of the incident, the police applied to the High Court for disclosure of various materials gathered during the course of the AAIB's investigation. That application was made under Regulation 18 of the Civil Aviation (Investigation of Air Accidents and Incidents) Regulations 1996 (SI 1996 No. 2798) (since superseded by Regulation 25 of the Civil Aviation (Investigation of Air Accidents and Incidents) Regulations 2018 (SI 2018 No. 321)).
- <https://www.2harecourt.com/training-knowledge/hm-senior-coroner-for-west-sussex-v-chief-constable-of-sussex-2022-ewhc-215-qb-restrictions-on-the-disclosure-of-materials-to-coroners-courts-in-cases-involving-air-accident-investigatio/>

- “The regime in respect of protected material exists to encourage all those involved in air accidents or incidents, wherever in the world they take place, to cooperate freely, openly and willingly with air accident investigations being conducted within the regime, so that the air accident investigator can obtain best evidence, and therefore be put in the strongest possible position to prevent future accidents... The investigation of accidents and serious incidents requires full and frank cooperation on the part of all those able to assist the investigation. There is a public policy interest in ensuring maximum willingness of persons to cooperate with an AAIIB investigation and ensuring that they do not withhold information or evidence which may inform the investigation.”

# The Wild Card's view

- Influencing those outside your organisations
- Mainstream your work into training exercises
- Breakdown/ failure in earlier agreed and well established and WELL TRAINED MOUs – 2015 and 2016 is not the first time this has broken down
- “The Script”
- How does JC endure for 5 -10- 30 years? How does it survive the revelations?
- JC – are you imagining only one lens? Just for whom? Women, LGBTQ+, Racial elements
- The use of a Wild Card in Just Culture

- Thank you
- There is huge value in what you do



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# WHEN THE DUST SETTLES

Searching for Hope  
After Disaster

'Remarkable'  
*Mail on Sunday*

'Riveting'  
*Telegraph*

'Enthralling'  
*Observer*

'An unlikely superhero... this is a gripping account, filled with compassion' *Sunday Times*

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