
ISO 22320 Emergency Command, Control and Coordination Training Course

14 – 18 June 2027
Milan





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Programme Summary

ISO 22320 emergency command, control and coordination is the subject of this one-week training course for emergency, continuity and operations leaders at a managerial level, ending in an incident command playbook for one organisation. Incidents are lost not for lack of effort but because roles are unclear, information arrives late and agencies work to different pictures. The programme applies the standard's guidance on command and control, operational information and coordination to scenarios drawn from the participant's own risks. Mars Training Centre UK delivers this programme on ISO 22320 emergency command, control and coordination to mixed-organisation cohorts.

The Business Case

Every organisation that runs critical services meets incidents that outgrow routine management. When command is improvised, decisions queue behind uncertainty, resources are duplicated and partner agencies receive conflicting messages. Leaders who agree structures, information needs and coordination routes in advance can act within minutes, keep records that stand up to review and return services to normal sooner.

- Decision Delay: Falls as authority, roles and escalation points are fixed before an incident.
- Resource Duplication: Falls as requests, tasks and assets are tracked in one shared picture.
- Recovery Learning: Improves as incident records and reviews feed the next plan.

Principles and Evidence Base

- ISO 22320: The international standard on emergency management guidelines for incident response frames the whole programme, including command and control, operational information, and coordination and cooperation.
- Command and control: Defining authority, span of control and decision points structures the exercises in Session 2.
- Common operating picture: Building one shared view of the incident from verified information guides Session 3.
- ISO 22301: The business continuity standard is used as a neighbouring reference when linking incident response to recovery in Session 5.

Intended Participants

- Emergency managers who lead the response to incidents that cross several teams.
- Continuity leaders who link incident response to recovery of critical services.
- Operations managers who must command a site or service during disruption.
- Security and safety leads who coordinate with external responders.



Typical functions include utilities, transport, healthcare, energy and public service organisations.

Learning Outcomes

1. Participants will be able to construct an incident command structure with named roles, authority and escalation points.
2. Participants will be able to evaluate the operational information an incident team needs and where it comes from.
3. Participants will be able to design a common operating picture with verified updates and clear ownership.
4. Participants will be able to prioritise resources and tasks across competing demands during an incident.
5. Participants will be able to diagnose weak points in coordination and cooperation between partner organisations.
6. Participants will be able to justify an incident command playbook against the guidance of the standard.

Programme Structure

Day 1: ISO 22320 Principles and Incident Command Scope

What does the standard ask of an organisation that must manage an incident?

- ISO 22320 Requirements Map
- Incident Escalation Ladder
- Command Authority Statement
- Incident Type and Scale Matrix
- Response Capability Gap Review

Day 2: Command and Control Structures

Who decides, who acts and who reports during an incident?

- Command Structure Chart
- Span of Control Check
- Role and Handover Cards
- Decision Log Template
- Delegation Rules Table

Day 3: Operational Information and the Common Operating Picture

Which information does the response need, and how is it verified and shared?



- Information Requirements List
- Source Reliability Grading
- Common Operating Picture Board
- Situation Report Format
- Information Flow Diagram

Day 4: Coordination and Cooperation Between Organisations

How do partner organisations act as one response without losing their own duties?

- Partner Capability Register
- Liaison Role Description
- Joint Meeting Rhythm
- Resource Request Tracker
- Shared Communication Protocol

Day 5: Applying the Tools to One Incident Scenario

Do the structure, information and coordination tools form one playbook a team can use?

- Applying the Session 2 Command Structure Chart
- Using the Session 3 Common Operating Picture Board
- Testing the Session 4 Resource Request Tracker
- Checking the Session 1 Response Capability Gap Review
- Completing the Incident Command Playbook

Methodology

The programme uses a simulation method built on anonymised incident scenarios from transport, healthcare and utility settings. Participants take command roles in timed injects, record decisions and information, and receive written facilitator feedback on each exercise set before the next scenario begins.

- Suggested activity: Running a first-hour response to a site disruption with rotating command roles.
- Suggested activity: Grading conflicting reports and updating the shared picture.
- Suggested activity: Staging a handover between two shifts with a written briefing.

Capstone Output

Each participant completes an incident command playbook for one organisation. It holds a command structure chart, an information requirements list, a common operating picture format, a partner coordination plan and a decision log. The playbook is used at work to brief response teams, plan exercises and review live incidents against agreed roles and timings.



Frequently Asked Questions

Is ISO 22320 emergency command, control and coordination suitable for managers who have not led an incident?

Yes. ISO 22320 emergency command, control and coordination assumes operational or continuity responsibility and builds command, information and coordination skills step by step through scenarios.

Which standard does ISO 22320 emergency command, control and coordination rest on?

ISO 22320 emergency command, control and coordination rests on ISO 22320, the international standard on emergency management guidelines for incident response, with ISO 22301 as a neighbouring reference for continuity.

How is the playbook from ISO 22320 emergency command, control and coordination used at work?

You use the incident command playbook to brief response teams, assign roles, plan exercises and review real incidents against agreed command and information routines.

How does ISO 22320 emergency command, control and coordination differ from business continuity training?

ISO 22320 emergency command, control and coordination centres on managing an incident as it unfolds, while business continuity training centres on planning the recovery of services.