

# RESILIENCE

The magazine of the Emergency Planning Society

May 2012

**TERRORISM AND CBRN WEAPONS**

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**DISASTER ACTION: PART III**

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**RESILIENCE IN KENYA**

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**OLYMPIC GAMES: A PERFECT STORM?**

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**ARE YOU APP SAVVY?**

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THE EMERGENCY  
PLANNING SOCIETY



**The Emergency Planning Society**  
***The Organisation for Resilience Professionals***  
[www.the-eps.org](http://www.the-eps.org)



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**Head of Content**

THE new website was launched on February 21 and hopefully you have all had an opportunity to have a look at it. To log into the members section enter your registered e-mail address as your user name (ignore the fact that lower case comes out as capitals) and your password is your membership number with the letter as a capital (you will need to use the shift or CAPS LOCK key). You can now start to use the new features to customise the 'My Info' section.

You can upload documents to the resources library which you can share with members or 'lock' them so they are stored just for your reference.

In the CPD section there are modules you can take to add CPD points and any events you book through the website will be automatically linked to your CPD profile. Points from the old site have been transferred to the new one but as is often the case with data transfers it is worth checking that your record is correct. The developer is also in the process of adding a facility to print your CPD records, including the ones from the old site. You may also have noticed when you click on News or Events in your Branch area you still get sent to the generic News or Events pages, this is because local items need to be added and linked to a branch. The Board is committed to the continuous development and improvement of the site and have established a Control Configuration Board (CCB) to prioritise the development of the site ([www.the-eps.org/about-us/](http://www.the-eps.org/about-us/)). The CCB will meet once a month to discuss issues around the website and will pass work onto our developers.

If you have any comments or suggestions relating to the website you can e-mail: [webmaster@the-eps.org](mailto:webmaster@the-eps.org) and they will be considered at the monthly meeting. However, if you become aware of something that needs urgent attention you can still contact the Society in the usual way.

I'M SURE with the Olympics just around the corner, many members of the EPS will be in full swing preparing for the London event, and here at *Resilience* we would love to hear about the work you are carrying out.

The next issue of *Resilience* is out in August and it would be fantastic to have a number of Olympics-themed articles included so that members can share their experiences and learn from others.

The deadline for the August issue is July 16th, so please do get in touch.

If you would simply like to submit any resilience-related Olympics photos, they too will be gratefully received.

The final issue for 2012 will be out in November with a deadline of October 15th, so please mark the date on your calendars.

As always, thank you to everyone who has submitted an article for this edition; your contributions help keep *Resilience* the magazine of the Emergency Planning Society, by the Emergency Planning Society. If you have any ideas for future articles or would like to discuss anything to do with the magazine, please get in touch with myself or one of the editorial team members; all our details are below.

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*Cover pic courtesy of  
VectorCommand*

# A GAME OF RUSSIAN ROULETTE?

By Jan Glarum, [abetteremergency@gmail.com](mailto:abetteremergency@gmail.com)

MITIGATION of the impact disasters might have on humans and community infrastructure is a proven concept used by emergency managers around the world. Challenges occur when different viewpoints and opinions get involved and they cloud their perception of risk based upon personal experience. The United States was not even a country the last time the Cascadia fault line ruptured on January 26, 1701. Next time it gives, the resulting earthquake is predicted to be in the 9.0 range with giant tsunamis 10-20 metres high and perhaps larger. The Pacific Northwest has a 37% chance of being hit by a magnitude eight or larger earthquake in the next 50 years according to geologists at Oregon State University.

Faced with balancing competing interests, the public and government officials tend to search for reasonable ways of explaining away the need for risk mitigation or making difficult choices. For example:

- Hazards are not predictable according to timing of the event and it may increase or decrease over time (in other words we may be spending money we don't need to right now).
- People may stay in a hazardous area due to a lack of options, such as links to their jobs (in other words, it would devastate the local economy to undertake risk reduction)
- Cost versus benefits - the resources or benefits of a hazardous location currently outweigh the risks involved in staying there (seaside resorts survive and make money because they are next to the sea and we have not had a big problem in our lifetime)
- Lastly, fatalism and the acceptance of the risks as something which will happen whatever you do (life always goes on and emergency managers worry about everything and are always expecting the sky to fall)

These perceptions of probability in our lifetime and corresponding risk are contributing factor in an interesting dilemma to mitigate the risk to 70 children attending a small school along the Oregon coast.

The first photo shows beautiful Cannon Beach Oregon off the west coast of the United States. Elk Creek enters the Pacific

Ocean at about the one o'clock position in the picture.



*Cannon Beach Oregon*

Right along the shore of Elk Creek and about 800 metres inland from the Pacific Ocean is the Cannon Beach Elementary school.



The school is eerily similar in attending population and coastal setting as was the Okawa Elementary school Ishinomaki, Miyagi Prefecture, northeastern Japan where 80% of the students and staff were either killed or still missing after the March 11, 2011 tsunami. Japan has a recorded history at least 1,000 years longer than the United States and has heavily invested in disaster preparedness, yet they still suffered incredible losses. The United States is woefully unprepared for this type of event.

The Seaside School District which operates the Cannon Beach Elementary school made a decision they wanted to close the elementary school and bus the children to Seaside (about a nine-mile bus ride) to a safer location due to the heightened awareness of risk post-Japan tsunami.

What resulted from the announcement was an

outcry from a parents group who circulated a petition to not close the school and instead evaluate other options to keep the school in Cannon Beach. They brought in state geologists who only reinforced the danger the children faced. Community members, at least, verbally acknowledge the risk the children are in but are adamant that the school remain in the community of Cannon Beach to preserve their small town resource. Relocating the school is not a simple strategy since most of Cannon Beach is in the danger zone. I was nine-years-old staying in Cannon Beach when a massive 9.2 earthquake occurred in Alaska which generated a tsunami that travelled down the west coast, moving down the west coast during the night where it killed four beach campers along the southern Oregon coast. I recall waking up the next morning and finding the beach littered with dead cows and horses which had been picked up by the three-metre tsunami moving up Elk Creek and pulling them back out to sea. I can now visualise these being people if no mitigation is undertaken. In the next photograph, the elementary school can be seen as the Quonset-style building attached to another structure. The three-metre tsunami in 1964 cleared the school playground of equipment. When the Cascadia fault line ruptures, a tsunami three to seven times larger than the run-up in 1964 will arrive at the school's location in 15-20 minutes. The closest high ground is across the creek in the picture; however the bridge washed out after the 1964 surge and the rebuilt

bridge is unlikely to survive the projected 9.0 earthquake. Interestingly enough, the Quileute Nation in Washington State recently saw legislation pass which grants them 785 acres of Olympic National Park land bordering their reservation 222 miles north of Cannon Beach. The tribe had been confined to a one-square-mile of land next to the Pacific Ocean and the risk to their children's school prompted them to first seek mitigation measures back in 2010.

The new land will be used for tribal offices, a school, a day



care centre, an elder centre and homes. It is much more likely children of a sovereign Native American Nation dealing with the federal government will be safe from tsunamis before those in Cannon Beach dealing with local government. Currently a citizen-driven task force has been formed to look at all options to keep the school local. The school hopes to eventually relocate the Cannon Beach School to a common campus along with the other schools in the district at one safe location in Seaside, Oregon. The parents, politicians



and public will continue to use their measurement of time to balance the risk and benefit question. In geological time the next event grows perilously close and arguably risk grows each day the children remain with the long term solution years away.

Mr Glarum has more than 30 years of varied experience in the fields of EMS, fire, law enforcement and emergency management response, assessment, planning, training and exercising. He has extensive experience working under the Incident Command System, police and military command structures. Since 1994 he has been involved in planning, training, education and response at the local, county, regional, state and federal levels. He is a Department of Defense validated medical CBRNE Subject Matter Expert, curriculum developer, instructor and founding member of Oregon's Disaster Medical Assistance Team.



# "Who'd have thought I'd be building flood defences in Kenya!"

By Sarah Alcock DipEP FEPS MBCI, Eastern branch

*When Sarah Alcock, Principal Resilience Officer at Norfolk County Council, booked her family on a volunteering trip to Kenya for their summer holiday she didn't realise there would be so many links to her day job! This is Sarah's account of how the people of Kenya have to be resilient in their everyday lives...*



**I**N AUGUST my family and I left the comfort of our home and headed to Kenya to take part in Camps International's 'Kenya Family Life' volunteering programme along with seven other UK families. Camps International is a charity specialising in responsible travel experience and have many sustainable long-term projects that volunteers become involved in; working to help improve the lives of rural communities and protect the fragile wildlife habitats in Africa. We were based at Camp Tsavo which is located in Rukinga Sanctuary, an 80,000-acre area packed with wildlife and home to several indigenous rural communities. The sanctuary sits between the National Parks of Tsavo East and West. One of our projects was at Sasenyi Primary School. Even though it was the school holiday while we visited, the majority of the pupils and staff were still attending. They all know how important education is to them and their family's future. As an emergency planner within Norfolk, I am involved with planning and preparing for flood events, coastal

flooding being one of the highest risks to Norfolk. In Sasenyi Primary School it is the run off from rain water that is causing problems. The water runs down the hills and into the school washing away the often fragile foundations to the classrooms making them uninhabitable. We were tasked with

has more than 80 pupils per class this was a much-needed project. As residents of the UK, there are things we take for granted such as having a constant electricity supply and running water at the turn of a tap. As good emergency planners we link into the plans of our partners in the utility companies so we can



moving rocks to fill wire cages to build gabions along the perimeter of the school to protect the buildings during the rains. We also dug out the foundations for a new classroom, mixing the concrete by hand and transporting it by wheelbarrow into the newly dug foundations. The funding for teachers in Kenya is based on the number of classrooms and the school is funded for one teacher per habitable classroom. As Sasenyi school

minimise the impact to the community if these supplies are disrupted for even a short time. So imagine what it is like at Sasenyi where, like much of the area, the school has no water or electricity supply. The nearest drinking water is 25km away. Camps International has recently been assisting with a project to help harvest the rain water by installing two large tanks and guttering to collect any rain water from the classroom roofs. Warning and



*Sarah and her daughter, Emily, grinding maize*

informing is dear to my heart and the need to educate communities prior to an emergency and provide information during an emergency is a thread that runs through many of our plans and activities. The importance of this has also been realised in Kenya. Camps International works closely with the Imani Woman's Enterprise Group. The group was originally set up to 'warn and inform', providing education and guidance to the community on AIDS and supporting local families who are affected by the virus. Under the guidance of Mama Mercy, the ladies of the community work together to support each other and the local families. In my day job I manage the NORMIT partnership which promotes resilience and business continuity to businesses. This involves working with a variety of businesses and enterprise groups. The Imani Woman's Enterprise Group is inspirational; they understand that by working together in part-

nership as a community they can survive the harsh and desperate times they face on a daily basis.

The women have developed a business model which includes activities such as making jewellery, paintings and baskets to sell to bring money into the community. Initially Camps International had helped them to increase their mushroom production by building an extension.



*Mama Mercy*

Over the last few years, water has become even scarcer making it impossible to keep growing mushrooms but the group members understand the need for innovations and adaptability so the room has been converted into lodging space for rental! They have just begun a programme with the support of Camps International of planting Aloe Vera at each home which, when they have a large enough crop, they will make into soap products. There is real community spirit, with everyone working together for their survival. The women grind the maize and shell the peanuts they have grown to share with members of the community who are elderly, ill or have need for assistance. Without the support network within the community one family we visited would have been in an even more desperate state than they were. The family hadn't eaten for two days as there had been no rains and all the crops had died off. They gave milk from their cow to the school to pay for their eldest son's school fees. The women in the Imani group were inspirational and have developed long-term sustainable projects to ensure that by working together their community has the best chance of survival.

I know when we aim to raise awareness of the work we do in the UK and try to influence people to change their behaviour to be able to be more resilient, we have to reach out to all groups within the community, including young people. We run exercises for youth groups, talk in schools and give presentations in colleges. One of the projects that Camps International is assisting with near the Imani Group is





*Harvesting rain water at  
Sasenyi School*

developing a sports field to provide the youngsters with a purpose and stimulation. The 'pitch' is a piece of open land adjoining the local school with the bushes and clumps of plant growth removed. The donated goal posts and netball hoops are a real luxury. To assist with this initiative we worked to dig out a drainage ditch and to fill wire cages with rocks to make more gabions to divert the water and stop the pitch from flooding when the rains come.

But it wasn't all hard work and building flood defences! We spent time learning about the local wildlife, monitoring the movement of the animals in Rukinga Sanctuary, planting saplings in the tree nursery and had a couple of days off for a safari in Tsavo National Park.

We also had a practical lesson in traditional bush skills and made some paper

from elephant dung; another enterprise the locals are working on to bring income into the community.

The charity does not give hand-outs just in times of desperation; they work with the communities to offer sustainable projects, getting them to be in a position to be able to help themselves.

We had such a memorable and rewarding trip and hope to go back again.

It was a life-changing experience living as part of these communities and not simply as a tourist passing through.

The people we met were an inspiration; they had nothing, but willingly and wholeheartedly gave us their friendship and their smiles.

**For more information on the work carried out by Camps International visit: [www.campsinternational.com](http://www.campsinternational.com)**

#### About the author:

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FEPS MBCI is a Principal Resilience Officer at Norfolk County Council and is a member of the Emergency Planning Society's Eastern branch

*Sarah digging foundations for classrooms*





# THE **EMERGENCY SERVICES** SHOW

STONELEIGH PARK | COVENTRY | 21 -22 NOV 2012

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## **Exhibition**

3 indoor halls and outdoor exhibition areas giving visitors the chance to meet over 400 specialist product and service suppliers.

## **Emergency Response Zone**

This area of the show features exhibition stands from Police, Fire & Rescue, Ambulance, Professional, Government and Voluntary organisations from around the UK. This zone attracts visitors and exhibitors who don't traditionally attend trade shows, and demonstrates to visitors the capabilities of partnering agencies and the voluntary sector.

## **Conference**

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## **Live demonstrations**

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## **SAVE THE DATE**

Wed 21 – Thur 22 Nov 2012



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# THE GAP BETWEEN INTENT AND CAPABILITY

*Terrorists are not averse to making elaborate statements about what they intend to do. With respect to the use of CBRN weapons their threats are hardly veiled; their intent is very clear. But sometimes rhetoric does not match reality. Dr Dave Sloggett explores why...*

AT THE height of the military campaign over Libya in 2011, Colonel Gaddafi issued a veiled threat to bring terrorism to the shores of France and the United Kingdom. The implication was that, at a time and place of his choosing, he could re-create the horrors of Lockerbie. To date that threat can be said to be an empty one. Sometimes words and deeds do not coincide. A gap exists between intent and capability. Bridging that gap is often not as easy as some commentators would like to suggest.

Since the overthrow of the Libyan regime the international security situation has arguably got worse, not better. In Libya factions vie for position, often resorting to violence. In Syria the violence has claimed the lives of Sunday Times journalist Marie Colvin, award-winning photographer Remi Ochlik and thousands of Syrian people peacefully protesting about their desire to see the end of the Assad regime. Despite the terrible images emerging from the street battles inside Syria, the international community seems incapable of creating an effective response.

Russia and China intransigence is sometimes hard to understand. In her last report from inside Syria,

Marie Colvin spoke of her personal horror at witnessing the death of a baby. If things carrying on the way they are in Syria this will not be the last child to die.

As Syria continues to descend into a whirlpool of chaos and civil war Al Qaeda has announced that they intend to send in supporters to help oppose the Assad regime. Since being on the back foot over Libya and the rest of the Arab Spring it appears Al Qaeda wants to try and be proactive in Syria. With the west talking of providing arms to the nascent insurgency in Syria we need to be very careful who we are supplying arms to in what is a complex and rapidly changing situation. Two bomb attacks in Aleppo and Damascus in early February had all the hallmarks of Al Qaeda's tactics. It would appear they intend to keep to their word.

They also have the means to do it using established links between Al Qaeda in Iraq (AQI) and links they have established with people inside Syria. Originally the traffic in terrorism saw people moving from Syria into Iraq. Now it would appear to be a two-way channel. In Iraq the withdrawal of American forces and the continuation of political in-fighting as created a power vacuum into which

AQI is trying once again to seed sectarian violence. In late February, two months after the last American soldier left, simultaneous bombings are still occurring. Five bombs detonated over a short time period on February 23 maintaining what has been a steady rate of attacks since the start of the New Year. Despite claims to the contrary, AQI remains a viable insurgency in Iraq. The evidence of that fact on the ground is self-evident. Any group that can continue to stage the kind of synchronised attacks that have punctuated Iraq's security landscape recently is one that has to be taken seriously.

Over Christmas, violence in Nigeria also escalated as Boko Haram, a group that is not yet formally affiliated to Al Qaeda, started a campaign of sectarian violence with attacks mounted against Christian churches. At the start of the New Year their focus shifted to attacking the Nigerian security forces. Some of the tactics being used by Boko Haram suggest they have established links with another regional affiliate of Al Qaeda called Al Qaeda in the Islamic Maghreb that operates in Mauritania, Mali, Niger and Algeria.

Into this already difficult cauldron we have to add the apparently inevitable



attack by Israel on Iran's nuclear programme. Efforts by various organisations to mediate the situation appear to be coming apart and the drum beats of war can be heard increasingly loudly. With Iranian backed activists already taking to the streets of Thailand, India and Georgia attempting to target Israeli diplomats the potential for that to manifest in the course of the Olympic Games is deeply worrying.

Coming as it does at a time when the first anniversary of the death of Osama Bin Laden is bound to be a focus for media attention, the potential for some spill over into the United Kingdom is one that cannot be ignored. The start of the journey of the Olympic Torch three weeks later comes at a really difficult time. If there was a point for terrorists to show they can bridge the gap between intent and capability this would be a time to demonstrate their achievement.

Despite their ideological differences Iranian Shia's and Al Qaeda's Sunni's appear to be happy to forge links when their objectives are united. In Syria they are divergent, with Iran desperate to maintain Assad in power and Al Qaeda equally keen to see him gone. This kind of partnership when you want, and rivalry when you do not, really complicates intelligence analysis and efforts to prevent terrorism attacks. It creates a hugely complex backdrop against which they must assess the threat. The process that arises is more of an art form than science. It cannot be precise. When it fails it is the emergency services that have to pick up the pieces.

Terrorism, in all its forms, often has disconnects between capability and intent. While the intent is made very clear, the capability to actually conduct an attack is absent. This makes analysis of intelligence really difficult. Hyperbole also surrounds the language of those that inhabit Jihadist chat rooms. Their plots often seem to contain ideas that might seem more appropriate in a Tom Clancy novel.

For those that inhabit the virtual world in which such plots are hatched the likelihood of them ever becoming real is not an issue. They believe what they write about because they are seduced by its potential impact. The threats become virtual, not real. They are motivated by a desire to fulfil their dreams of becoming a jihadist. The reality of things actually happening is remote. They simply cannot bridge the gap between intent and capability.

In one case an extremist group in Germany conducted a range of conversations in chat rooms that spoke of an imminent attack on a Sunday in October 2010 that would kill more than 100,000 people. The dialogue took place over a period of weeks in September 2010. The way the discourse developed helped add an element of credibility to the threat. For them the language they used in the chat rooms was all about intent. Their vision was clear.

They were aiming for a new scale of mass casualties, far surpassing what had been achieved thus far. It was to set a new benchmark. They even warned people in one

particular area of Germany to leave and move north of the Kiel Canal. However, they did not have the capability to carry through the attack, which according to the threats was to be based on a biological weapon of some form. It turned out to be a virtual threat.

Similar threats emerged in jihadist chat rooms just before Osama Bin Laden died. These focused upon an alleged nuclear weapon that had been planted in Europe which would be detonated on his death or capture. Retribution would be swift and devastating. If it was meant to deter the Americans from getting their man it clearly failed.

The problem for the intelligence services in the western world is that each threat has to be taken seriously. They simply cannot dismiss all such threats idly. There is a huge judgement to be made on the nature of the gap between intent and capability. Make a mistake on such an assessment and the consequences could be huge.

Developing a detailed assessment of the gap between intent and capability is however a dynamic problem. In the highly connected world in which we live proliferation creates opportunities for terrorists to suddenly gain access to new forms of capabilities. Opportunities can suddenly arise in which groups can increase their capabilities to a level that matches their intent.

For example given the relative ease of access to smuggled nuclear material, with the International Atomic Energy Agency (IAEA)

reporting 2,164 incidences of stolen or smuggled nuclear incidences in the period 1993-2011, it is surprising that a Radiological Dispersal Device (RDD) has not been used in a terrorist attack thus far. On the surface it would appear nuclear material, albeit in small quantities, is still available. That would seem to remove a key barrier preventing a RDD attack. Evidence circulating in the public domain suggests in terrorist training camps



in Afghanistan, Al Qaeda conducted tests in fabricating such a device. Given that would appear to further build a bridge between intent and capability the absence of an attack is puzzling. One possible reason for this is the break-up of Al Qaeda into a series of franchises. This has helped increase their security, but it has lost them some connectivity and guidance from the centre. In this situation it is understandable the various franchises will revert to tried and tested methods for conducting terrorist attacks. This leaves the more exotic CBRN environment on the wish-list but not as an immediate priority.

As Al Qaeda franchises have spread and individuals have also signed up to the central ideology developed by the group the diffuse nature

of the networks emerging creates a whole new ball game. This is one that the death of Osama Bin Laden complicates. Rather than being centrally guided several franchises have chosen to go their own way.

It is a situation that will inevitably require additional resources in the short-term to be allocated to the world-wide cadre of intelligence services.

While Gaddafi's threat to bring terrorism back to the streets of the United Kingdom and France has so far been entered into the classification of a virtual threat, his intent was clear. To dismiss all such threats as mere bluster would be dangerous. International terrorism has shown two enduring traits. One is the ability to develop plots despite the lack of an effective central command chain in the wake of the death of Bin Laden.

The ideas and sense of grievance that draws people to Al Qaeda's ideology is not simply going to disappear overnight.

The second is the ways in which those plots have seen new ideas for conducting attacks across the world. Tactics developed in one area feed the thought processes of those a long distance away geographically.

While some may dismiss this viewpoint as alarmist the nature of the world in which we live in suggests over time the gap between intent and capability will diminish.

As the world becomes more and more connected the chances for information to proliferate to those with evil intent must increase. The consequences are hard

to imagine. Being ready for the unexpected is therefore crucial despite the passage of time since the attacks in London and Glasgow. Complacency is the mindset of those that encourage the terrorists.

They know they only have to get it right once. Our intelligence services however are the invidious position of having to try to get it right all the time. That, as history vividly illustrates, is a hugely difficult task.

- Page 11 pic credit: soldiersmediacenter-



#### Author Profile:

Dr Dave Sloggett has 40 years of experience in the military and law enforcement sectors working in a variety of roles, specialising in the field of intelligence analysis, human behaviour and irregular warfare.

Dr Sloggett is an authority on terrorism and counter-terrorism in its chemical, biological, radiological, nuclear and conventional forms lecturing both in the United Kingdom and overseas to a range of emergency services events.



# THE STORY OF DISASTER ACTION

## Part III

By Dr Anne Eyre [anne.eyre@traumatraining.com](mailto:anne.eyre@traumatraining.com)

IN FEBRUARY'S edition of *Resilience* the establishment and development of this unique charity were outlined. Charismatic leadership, dedicated commitment to founding principles and a consistent and clear focus from the outset help to explain how and why the organisation has sustained and evolved up to the present day. In this edition, examples of Disaster Action's (DA) role and contribution to emergency management over the past 20 years are described.



### Giving Presentations: The Power of Personal Experience

Since 1991, DA members have been invited to attend, participate and present at many conferences, seminars, training events and exercises. The consistent message in feedback from these events is the value of practitioners having the opportunity to listen to personal testimony and hear the voice of those on the receiving end of emergency response and management.

An appreciation of this perspective was not always a given, particularly in the early days. Over time the increase in requests for DA speakers to speak to a range of organisations across Category One and Two responders has reflected a more general positive change in cultural attitudes in favour of listening and understanding the experiences and views of bereaved people and survivors.

The opportunity to be involved in this way is much welcomed by DA since an important aspect of our work has continued to be getting across to those responsible for managing disasters what it feels like to be on the receiving end of their decisions and actions. Delegate evaluations have consistently reinforced the feeling that DA's contribution

has been among the most valuable because it reflects actual experience rather than theory.

Although every speaker for DA draws on their own experience as the basis for a presentation, key messages are always the same; they include the point that good lines of communication with relatives and survivors are essential and they must not be made to feel they are a problem. Furthermore, investigations into disasters must be thorough.

*'The main purpose is to get the audience to see disaster from a human perspective. Many of us feel that however terrible the disaster that changed our lives, what happened to us in the aftermath has made living with it harder instead of easier. By looking at the way things have been done in the past there is a chance of doing it better in the future, and organisations like the police are making a genuine effort to understand the point of view of those directly affected'* (Pam Dix, 3rd Newsletter, Autumn 1995).

### Influencing Policy and Procedures

Over time there began to be growing evidence that DA's inputs on training courses and conference programmes was having a direct effect on policies and procedures,

including those relating to matters such as identifying the dead and access to disaster sites. An example of this is where within days of attending a senior command course, at which DA spoke, one delegate found himself responsible for managing aspects of the response to the Ladbroke Grove rail disaster. He put into place particularly supportive protocols for assisting bereaved families from the incident which clearly reflected the impact DA's speaker had had on him. As course leader for the course in 1997, one senior professional, Superintendent Andrew Tyrrell, wrote the following about DA's contribution over the preceding years: *'DA has spoken to at least 750 senior police officers at Bramshill alone, and the input has become an integral part of the course. At some time during the course someone will inevitably say 'we have the problem of managing relatives and survivors'. The DA presentation gives the officers the opportunity to consider the issues from a different perspective, and lets them see that if this aspect of a disaster is handled inappropriately, then to relatives and the survivors the police add to – and become – part of their problem. Over the years, speakers with*

*experience of events such as Lockerbie, King's Cross and the Marchioness have shared that experience – at times at some personal cost. Frequently participants talk privately to the presenter after the session has formally ended. At the end of the course participants invariably value this input highly, considering it a unique chance to gain a different perspective. I am aware of many examples of officers returning to their forces and implementing changes to their contingency plans and training programmes, in some instances inviting DA speakers to talk to their officers. The Police Staff College is grateful for the continuing involvement of DA in this aspect of our training, which can only be to the benefit of those whose lives may unfortunately be affected by future disasters'* (4th Newsletter, Spring/Summer 1997).

Other organisations have also given testimony to the value of DA presentations and other contributions. Moya Wood Heath, a retired Metropolitan Police Officer who later became national emergency planning manager for the British Red Cross Society (and, in 2007, a trustee for DA), said: *'DA's particular strength has been to alert us to the expectations of people involved in major incidents, and it has particularly done this by speaking at our organised conferences, and in providing us with information both through its leaflets and more generally. This has been invaluable in developing our training and clarifying what our contribution can be, for our recent emergencies have included transport incidents, building evacuations, floods and the Omagh*

*bomb'.* (DA Newsletter, Spring/Summer 1999). Contributing to Consultations and Working Parties As the world of emergency planning and management began to increasingly reflect on the needs of people, awareness grew of the important role and positive contribution DA could make in humanising policies and procedures. More progressive initiatives and open-minded organisations began to invite DA to make representation or even sit on working parties seeking to understand and draw on the experiences of those on the receiving end of disaster response.

Such invitations offered DA a valuable opportunity to influence change and development at national levels. In 1997 we commented on a Home Office working party report investigating and seeking to improve the role of inquiries and inquests following disasters. We also contributed to guidelines produced by the Emergency Planning Society in 1998, focusing on good practice in addressing the human aspects of disaster. And in 1999 DA made a submission to Lord Justice Clarke's 'Public Inquiry into the Identification of Victims following Major Transport Accidents'. The outcomes of this inquiry has had a major impact on the way in which professionals such as police family liaison officers are trained to work with bereaved families after disaster. As the turn of the century came and went and the emergency planning community began to turn its attention to new risks associated with the Millennium Bug and the threats and consequences of the changing forms and scale of terrorism, DA's advisory

and consultative role became further consolidated. In recent years members have sat on national and international working parties developing policy and guidance on areas such as humanitarian assistance, trauma management, community resilience and recovery. The organisation's work has continued to consist of offering views and experience on a range of issues relating to disaster victim identification; viewing, recovery and release of bodies, police family liaison, the inquest process, communication channels, death certification, support networks and family and survivor support groups. DA is still regularly consulted by local authorities and the voluntary sector on how families' practical and emotional needs can best be addressed in the aftermath of major disaster. DA does not charge a fee for this service, in order to maintain its independence. Some refer to DA as 'experts' on this score; we are not. Rather we regard ourselves as having the perspective of personal experience and see our role as seeking to ensure that the perspectives of survivors and the bereaved are taken account of at strategic as well as operational levels. It has become clear over the years the influence of this organisation has spread well beyond its size, evidenced in the extent to which it continues to be invited to present and participate in national and even international events and consultative processes.

### **Offering Information, Guidance and Resources**

The 'personal interest' slant brought media interest and



attention to DA from the very start. Over the years the organisation has been approached for interviews, comment and analysis of their own and subsequent disasters. Members have prepared their own articles for publication in the news, academic publications and practitioner journals. In October 2001, DA established its own website, an important medium for communicating our existence, purpose and main messages. The role of the website ([www.disasteraction.org.uk](http://www.disasteraction.org.uk)) has continued to grow as DA has extended its influence and activities over time.

### When Disaster Strikes Leaflets

In keeping with one of its primary objectives - offering information and support to others affected by disasters - a key activity of DA has been the production of a series of leaflets - *When Disaster Strikes*. When the first of these were developed Pam Dix, who coordinated the research with members of DA as well as various professional bodies, said: *'The leaflets are aimed primarily at those directly affected, offering them the kind of information and informal assistance that we would have liked to have had available after King's Cross, Lockerbie, Hillsborough and all the other disasters that have brought us together. The two words that may sum up the ethos of the leaflets are informed choice: choice to exercise the right to take their own decisions about what may happen to them and to the injured or dead member of the family'* (2nd Newsletter, Autumn 1993).

The leaflets make it clear the readers are welcome to call

DA and speak to someone who has been in a similar position. Feedback from newer members of the organisation has indicated the usefulness of the leaflets in times of crisis and the value of a telephone presence.

### Telephone Support

Having a telephone presence and resource has always been a key activity within DA. Though staffed on a part-time basis since the beginning, the DA office has continued to handle calls on a regular basis not only from the media and professionals seeking information, advice and guidance, but most importantly from those directly involved in and affected by disasters. Although DA is very clear that it is not set up, resourced or aiming to be a frontline responder, when a disaster occurs the organisation continues to expect calls in the short and longer term aftermath and takes measures to offer voluntary availability to callers and others seeking advice and information.

### Guidance for Responders

From the earliest days the leaflets were also intended to be of help to professionals such as the police, counselors and social workers in approaching issues such as communication, identification of the dead, the future for survivors and the role played by the media from the perspective of those who understand what it is like to be affected. Following feedback, more leaflets have been produced from 2005 onwards on issues such as setting up support groups, personal reflections on disasters and disaster victim identification.

The website also offers

responders on issues such as working with disaster survivors and the bereaved and providing longer term support. In 2010 a report and summary guidance on the administration and management of Disaster Funds completed by Vice-Chair Anne Eyre<sup>1</sup> was added to the website with details distributed to the emergency planning community through the Resilience Gateway. A measure of the impact of DA's work in this area is that it has been invited by the Charity Commission to contribute to the forthcoming consultation on revised Attorney General's guidelines on disaster funds. Senior professionals and policy-makers have also highlighted the value of DA's contribution, as the example below shows: *'DA is one of the Civil Contingencies Secretariat's key stakeholders, and we strongly value their input to all our work. They ensure that we remain 'grounded' when developing our policies (for example, on building community resilience), bringing particular skills, knowledge and experience to the table that we would find it difficult to obtain through other means,'* Kathy Settle, Cabinet Office.

DA would be interested in any feedback and suggestions for funding. E-mail: [pameladix@disasteraction.org.uk](mailto:pameladix@disasteraction.org.uk)

The final instalment of the story of DA will highlight their key achievements in recent years and in relation to the world of emergency management and those affected by disasters today and to come.

*Reference: Eyre, A (2010) Disaster Funds: Lessons and Guidance on the Management and Distribution of Disaster Funds*

# LOGGING INFORMATION AND DEFENSIBLE DECISION MAKING

*By Charlie Maclean-Bristol, Scottish branch*

TWO years after an incident you could find yourself in court having to justify your actions, communications and decisions. Can you remember, all that time ago, why you made a decision, whom you spoke to and what information you had at the time?

Many incidents, both large and small, may end up in court either as a criminal prosecution, internal or external enquiry or as one party suing another. It could be a major incident such as the Gulf Oil spill in 2010 or a more minor incident such as a small fire in a warehouse which causes a supplier not to supply the goods and is subsequently sued for breach of contract. There is also the case where experts, whether they are individuals or organisations (both public and private), may have to justify again, in court or to an enquiry, that the advice they gave was valid and appropriate considering the circumstances presented to them. In addition, it may be you who internally or externally may get the blame or criticised for their response or the decisions you made during the incident. So logging and defensible decision-making can be as important for protecting yourself as well as the organisation you work for.

Decision-making in incidents is difficult as you may not always have all the information you require to make a decision, therefore you have to make it on the information available at that time. You may also have to make the decision at short notice when you may be used to receiving lots of advice, taking your time and going for a consensus on decision-making. Partners, people and organisations working with you during the incident may quickly turn against you after the incident and try to apportion the blame onto you.

Your first defence against the criminal prosecution or any other enquiry is to be able to prove you were prepared for the incident, that you had adequate plans in place and that you and those responding to the



incident were appropriately trained. As with health and safety investigations the judge is looking to see whether the organisation was well run, took all appropriate health and safety measures and that there was a culture of health and safety in the organisation. If the company disregarded health and safety and it was an accident waiting to happen, then the organisation is much more likely to be criticised or prosecuted. So the first thing you need to show to an enquiry and prosecution is that you were prepared, you followed your procedures and that you were ready for an incident.

The next area you have to look at is your and the organisation's ability to prove that the response to the incident was appropriate taking into account the incident and the information that was available at the time. You will need to prove you did your job to the best of your ability. The judge will not take your word for it, he or she will want to see evidence of what happened, at what time and what actions were taken. If you have not logged information and decisions at the time, you will find it very hard to prove you did your job to the best of your ability.

The best form of proof is logging information at the exact time during the incident. It should be mandatory for all incident staff to, as soon as an incident occurs, be logging key information about the incident and their actions. You may have a logger at meetings, which I will discuss later, but this is adequate only for the meeting, as many people will make phone calls and make decisions outside



the meeting therefore people must carry out their own personal log. This is important especially at the beginning of an incident, as the information known before the incident team is formed could be crucial. Although logging electronically may seem easier it is not very good as evidence because electronic records can be altered after the event therefore they are not recommended as records of evidence.

When we are teaching the logging course we suggest companies use preprinted logging sheets. They should be carbonated so that two copies are produced - one for the organisation and one retained by those who wrote it and they should be sequentially preprinted so you can prove an additional sheet was not added into a sequence of sheets. Each entry should contain the key facts, with the date and time clearly stated and most importantly must be legible. The sheets should be used throughout the incident and when the incident is over all log sheets, and any other materials produced during the incident, should be archived.

During the incident there will be lots of meetings of the strategic, tactical and operational teams. The teams will be making decisions often in different circumstances than they usually do in day-to-day business. As with individuals, the team may be called to account for the decisions after the event. Given there are many different people involved, perhaps even from different organisations, individuals may have different recollections of the meeting therefore it is important to

carry out defensible decision-making.

In meetings it is not sufficient for an admin person just to take notes to document the meeting; they should be trained in defensible decision-making. This includes noting the full names of those at the meeting, what information was available at the time, the timings of information coming in, what decision was made and on what basis was the decision taken. It is also important to note whether there was a consensus on the decision or whether certain members of the team disagreed. Again, as with personal logging, the information should be captured on the organisation's official logging sheet.

In conclusion, to ensure you are personally protected and that your organisation is protected, personal logging of all information during an incident is essential. Furthermore, logging all actions will ensure you can defend all decisions made during a crisis, which can be used for defence in court should legal action be taken against you or your organisation. Logging incident information and decisions is an essential part of incident management and is required at all levels within an organisation.

Charlie Maclean-Bristol is the Director of PlanB Consulting and an active member of the EPS' Scottish branch. PlanB Consulting have provided a wide-range of organisations with logging and defensive decision training. Details of their courses can be found here: [www.planbconsulting.co.uk](http://www.planbconsulting.co.uk)

## In brief...

The Wales Civil Contingencies Conference took place on February 28 and was based on some of the recent learning that has emerged from incidents across Wales, namely the Gleision Colliery Incident, Fforest-fach tyre fire, Chevron oil refinery explosion and the Brynglas Tunnel Fire. The conference, aimed at Chief Officer / Chief Executive-level, saw the attendance of more than 80 delegates from across Wales. The event featured presentations from the Gold Commanders involved in the response to these incidents, followed by clinics which explored some of the challenges in more detail. The clinic topics included: media in an emergency, scientific and technical advice and air quality monitoring. Feedback from the event has been very positive with comments from Welsh Government and the Cabinet Office about the quality of the presentations given. A conference report is being prepared that will be fed into the Wales Resilience Partnership Team for recommendations to be allocated. A DVD of the event has been prepared to enable learning to be shared more widely across the resilience community. The event has also been noted by the Emergency Planning College website as an example of good practice. For further information regarding the conference please contact Superintendent Claire Parmenter, Civil Contingencies Co-ordinator for the Welsh Emergency Services, at: [Claire.parmenter@dyfed-powys.pnn.police.uk](mailto:Claire.parmenter@dyfed-powys.pnn.police.uk)

# DECISION MAKING AND THE BRAIN: RISK, UTILITY AND PROBABILITY

A blog by Ian Moore

## UTILITY

For the completely rational human being the concept of the 'utility' of a thing - that is its 'usefulness' - should be directly related to the amount of the thing they receive. For example, £10 should be twice as useful as £5; two cabbages should be worth twice as much as one cabbage. Actually, the relationship between most items and utility is more like diagram 1 which depicts the relationship between utility and money for a typical person. To demonstrate this, how would you answer the following question?

*Which would you prefer?*

**100% chance of winning £1,500 OR 50% chance of winning £3,000**

Most people will choose the \$1,500 even though logically they both have the same value. This is because, as you can see from the graph, twice the amount of money corresponds to less than twice the amount of utility. This utility/money curve of course varies from person to person and how risk averse they are, but similar curves exist for the majority of people. The curve also implies some other things; the further the amount of the resource increases (in this

case money) the less the relative difference. For instance, your response to the question above will probably be even less logical (and more risk averse) if the amounts were £10 million and £20 million. The other side of the curve implies that £20 probably has more than 10 times the utility of £2. The exception being if you needed the £2 for a bus home, in which case you would be highly risk averse to any gamble.

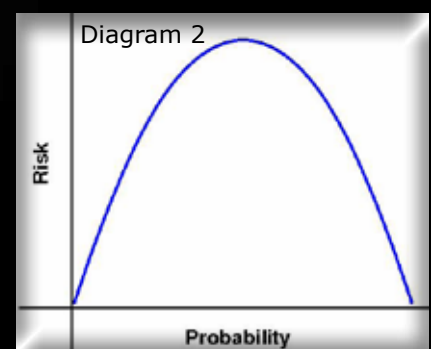
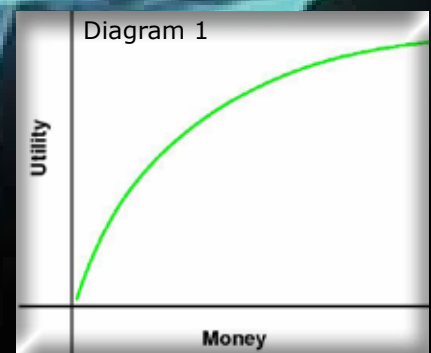
## RISK AND PROBABILITY

This behaviour is also similar to our risk versus probability curve (diagram 2). If we have a very low probability of something happening (the left-hand side of the curve) then there is little perceived risk because it is very unlikely we would make that choice. For instance, if we could bet £1 at one in 10,000 odds of winning £10 we are highly unlikely to take the bet.

The right-hand side of the curve also is perceived as low risk. If there is a very high probability of something happening we perceive it correctly as low risk. The highest risk is at the 50/50 probability where it is totally uncertain if an event will happen. From a purely logical perspective this curve does not make sense, it really should be a triangle with straight lines. It differs from this because humans do not easily perceive very low

probabilities as being as low risk as they are (and vice versa for high probabilities.) For a probability of 99.9% that some event will happen there is a small doubt in our minds and this increases the perceived risk. Consider the following scenario: your house insurance is normally £500 per year but your insurance company has a strange offer on - for £100 per year you can insure your house for all days starting with a T or an S (that is four out of seven days), would you take out the insurance?

We do not react linearly to utility and resource, logically we should. We do not estimate risk against probability well. If we can incorporate an understanding of these behaviours into our decision making we will be able to improve it.





# LONDON 2012: A PERFECT STORM?

By SIRS Consultancy

WITH the London 2012 Olympic Games less than three months away, has the UK Government mitigated the most serious threats? The recent attacks in Toulouse and Montauban, showed the international security community how much of a risk lone wolf terrorists with firearms pose. These attacks proved that individuals loosely affiliated to radical groups can still inflict a tremendous amount of damage.

The risks posed to the UK are high. It faces a growing threat of lone wolf terrorists returning from fighting overseas, which could potentially coincide with the Olympic Games. The Royal United Services Institute's February 2012 UK Terrorism Analysis Report suggests a quarter of foreign fighters with the Somali extremist group Al-Shabaab are British and could go on to use their experience in the UK. It is understood that MI5 and the police have been contacted by concerned parents of young Muslim men who they suspect of being recruited by Al-Shabaab. However, it is not only

Somalia that is of concern. Individuals returning from conflict areas in the Yemen, or anywhere along the 'Arc of Instability' region could also pose a potential threat.

*"A 'green arc of instability' is being formed from the Sahel (the region bordering the Sahara Desert) to the Horn of Africa. Therefore careful monitoring of events in the region is necessary not to allow the transformation of this arc into a battlefield,"* according to Mikhail Margelov, the Kremlin's special envoy to Africa. There is a danger that individuals from this conflict area could use their experience on British streets. In addition, the return of citizens from conflict areas could coincide with the release of individuals convicted of the most serious terrorist offences over the past decade.

Although the UK terror threat level was reduced from 'severe' to 'substantial' in July last year, lone wolves or self-radicalised terrorists still pose a significant risk to the United Kingdom. Despite the terrorists' capabilities allegedly diminishing, there is still a dangerous intention

to conduct large scale attacks. Denis Oswald, head of the International Olympic Committee's coordination commission for the London 2012 Games, stated an attack similar to the recent incidents in France cannot be ruled out.

Islamist extremists are not the only threat. The Government must now place a much greater emphasis on countering a resurgent far-right threat. Currently, far-right groups are mostly considered in the context of a civil disorder threat rather than one which might directly produce right-wing terrorists, or exacerbate terrorism from Islamist extremists. There has been an extraordinary growth of far-right groups with links to similar organisations in Europe.

The manifesto by Anders Breivik (the perpetrator of the July 2011 Norway attacks), entitled '2083: A European Declaration of Independence', claimed more than 600 of his Facebook friends were English Defence League (EDL) members. It also indicated he had been in contact with EDL leaders. The manifesto, signed 'Andrew





Berwick' and dated 'London 2011', contains numerous references to his links with the EDL and the UK, and suggested he was introduced to extreme right-wing ideologies in London in 2002. In spite of the EDL's claims there has never been any official contact between Breivik and their organisation, there have been reports that Breivik attended at least one EDL demonstration in the UK during 2010.

Breivik demonstrated lone wolves are capable of carrying out deadlier attacks than 7/7, with the reduced risk of communications between conspirators being intercepted by intelligence agencies. He also proved simpler weaponry, which is both easier to procure and operate, can be more deadly. Some 69 of his 77 fatally injured victims were killed through the use of firearms, compared with the 52 innocent lives taken by four IEDs during

the 7/7 attacks. In fact, his thorough plans meant, even as a lone individual, he could carry out a multi-pronged, simultaneous attack, with a bomb planted in Oslo set to detonate around the time of the Utøya Island shootings. Rob Wainwright, head of the Hague-based Europol, which will be sharing databases with law enforcement officials during the Olympics, stated:

*"If you look at the internet, there are websites calling exactly for these types of lone-wolf attacks".*

At this time of heightened security, the main private security provider for the Olympics, G4S, are currently processing more than 10,000 applications. The company states they are "on track" to fill the 10,000 posts for the 2012 Games. However, recruitment at nine centres across London and the rest

of the UK only began around Christmas 2011 and they received in excess of 50,000 applications.

It would be almost impossible to provide the highest level of vetting at this late stage, for all applicants who meet the initial criteria to work as stewards and other helpers at the Olympics. Normally, it takes two to 12 weeks to process each candidate, depending on how quickly G4S receives responses from their referees.

The realities of how it is going to be achieved need to be seriously addressed, especially in the short time frame. It is highly probable that G4S will not be able to vet every single applicant, with it being more likely that individuals in key posts will be vetted first. This poses a serious strategic risk for the Olympics, and it is extraordinary this issue has emerged now, when we have had close to seven years to plan security logistics. Gaps have



emerged in G4S's vetting programme, when a far-right extremist managed to pass the initial stages without being flagged.

The issue of vetting is particularly pertinent at the moment, when lone wolf terrorists, regardless of their motivations, pose a genuine threat. With MI5 concerned about 'cleanskins' who may be previously unknown to the police, it is concerning that G4S has to rush in order to process 50,000 applications before the largest security operation on British shores since World War Two.

It is crucial we now plan for security beyond the Olympic Games. It is apparent that UK counter-terrorism spending and staffing levels will face significant cuts following their conclusion.

Civil disorder is an equal threat to that posed by lone wolves. The London 2012 Games will take place in a city still recovering from the August 2011 England riots. There is still much resentment in a city that has experienced housing benefit and legal aid cuts, large scale unemployment, and which is being asked to contribute towards a huge security operation.

The financial burden of the Games may have a continuing impact on the UK's ability to fund post-Olympics national security programmes. The initial cost of the Games was estimated to be £2.37bn. Now the figure may be as high as £11bn, with the added cost of security spiralling almost on a daily basis. The required number of security staff has increased 100%, doubling the cost of security from £282m to £553m, with it being more likely to end up on a figure of £1bn like the 2004 Athens



*Left picture: UK rioting*

*Picture above: MI5 offices*

Olympics. It is understood within the last few weeks, almost all of MI5's 3,800 staff have been allocated to Olympic counter-terrorism, including the reassignment of staff away from counter-espionage.

Had the costs been lower, perhaps we could have avoided a reduction in counter-espionage capabilities for many months. Security under austerity pressures will inevitably have knock-on effects after the Games, where all strategic command and control security structures have to be redefined, such as the cessation of the then-moribund Olympic Security Directorate. Funding will continue to be reigned in, at the same time as the emphasis of national security returns from domestic to international, amid concerns about the African Arc of Instability, the growth of Chinese influence around the globe and an increasingly right-wing Europe on the brink of economic collapse. All this could amount to a perfect storm of combined threats and the most serious

risks not being reduced during the Olympic Games. Despite recent successful arrests and failed plots, lone wolf terrorists are still very hard to monitor and disrupt. In addition, the planned large scale protests in response to austerity measures mean that the summer of 2012 may be one of discontent rather than of success as originally intended by Olympic organisers.

#### **About the author:**

SIRS Consultancy is a UK-based specialist intelligence, security and geo-political risk consultancy.

The company has significant experience in both corporate and government security environments, and have recently launched their security handbook in Parliament alongside members of the All Party Parliamentary Group on Specialist Security.

# APPS: AFFORDABLE AND AVAILABLE ANYTIME, ANYWHERE

By Lauren Crist, Capella University, Minneapolis

WITH the advent of the iPhone, iPad, smartphones, and tablets a multitude of apps have been created by companies to make everyday life easier. Emergency management is no exception. Portable devices have allowed people to access training materials, documents, and even whole university courses. For instance, instead of having to spend large amounts of money and time printing out multiple copies of training manuals for training workshops, an app can be created by a trainer that contains all of the same information in the course and downloaded to the employee's phone or tablet, thereby reducing the overall cost of training while making that training more accessible to those who need it.

Only a fraction of people involved in an incident are sitting behind a computer at any given time. Instead of having to wait to set up and access a workstation in the field, responders can send information from their mobile devices back to the ICS Command centre or even send real-time information to people in, say, Washington DC from an incident in Jakarta. The ability to send data as it is being collected can save invaluable time during the vital first few days after an incident.

An organisation could go one step further and issue

inexpensive iPod Touches or Android devices to responders, or other key personnel, reporting to an incident that are pre-loaded with useful training and information apps. That way an incident commander or emergency manager knows their personnel have vital information with them and can easily access it.

If the app is accidentally deleted it can easily be replaced by downloading it again from the proper web page or after re-syncing the device with a desktop or laptop computer. Re-downloading or restoring an app is much less expensive than, say, buying another hardbound copy of the same information and shipping it to the person or group that needs it. Some of the apps already in the marketplace make several reference literatures and technologies available for portable devices to use today.

On the Android side, PYKL3 Radar provides radar data, satellite imagery, and information produced by the National Weather Service in its raw format so users can get all the important weather data for a region without fear the information they're looking for has been removed. It is also designed to function in areas with limited bandwidth, and a road network database is provided by the publisher to allow the

user to pinpoint just where the weather will affect an incident area.

Cargo Decoder, available as a free download, allows the user to look up information on the content of a load by matching just part of the UN/NA number or material name to a comprehensive database from the 2008 Emergency Response guide.

If a tanker has rolled over and is leaking, this is a handy way to look up its contents if the cargo manifest cannot be located.

The Serval Project has created a revolutionary self-powered mobile network that can be used in areas with little or no infrastructure, such as a disaster incident area where the telecommunications network has been damaged and rendered non-functional.

The software, called Distributed Numbering Architecture, allows people utilising the temporary networks to immediately use their existing mobile phones to contact each other and send information back and forth.

Their app, the Serval Mesh, uses the DNA software to connect Android users without the need for a mobile phone carrier, and can be retro-installed during an emergency to connect emergency responders without needing to buy specialised communications equipment or hope that HAM



radio operators are in the area.

On the Apple side, The HAZMAT Evac app, published by Applied Research Associates, allows responders to quickly and easily see the Isolation and Protection Zones for various chemicals present at the scene of an incident. The app automatically retrieves information about the current wind direction and velocity from the National Weather Service, or the user can input the information manually.

The results are shown on a map overlay depicting the coordinates the user has entered or through GPS, and it also allows the user to e-mail the information. This app could come in very handy in case of a potentially catastrophic spill like the one in Graniteville, South Carolina, in 2005.

The NFPA 1600 for 2010 has been converted to app form by the National Fire Protection Association. This is the same NFPA 1600 that has been adopted by the U.S. Department of Homeland Security as a voluntary consensus standard for emergency preparedness.

The app is fully searchable and contains both phone numbers for the NFPA and other agencies involved in emergency management programs and response, as well as the entire updated NFPA 1600 document.

Tekk Innovations LLC has created an app for Title 44 Code of Federal Regulations for Emergency Management and Assistance.

A more robust app at 5.2 MB, the app contains everything one needs to have on-hand to understand the ins and outs of federal policymaking. Instead of having to flip through pages and pages looking for information on topics involving insurance, for example, the app allows the user to search through the entire book in a few clicks.

One company that goes beyond just creating emergency management apps is ForceReadiness.com, the largest provider of mobile apps to the military and first responders. ForceReadiness.com provides a unique capability, an intuitive app authoring tool named the M-Training System™ which allows state, local, and federal agencies to rapidly create their own training apps.

One example is the Florida County Logistics Planning and the Florida Emergency Logistic Ops apps, created in cooperation with the Florida Division of Emergency Management. They also

provide turn-key services for converting an organisation's existing training materials into training apps for a very low cost. In fact, most training materials can be converted so inexpensively that they qualify for a simple government credit card purchase. ForceReadiness.com will soon be releasing their flagship training app for emergency management called EM2Go. EM2Go will offer all of their emergency management courses within one convenient app, including IS-230.b, IS-139, and the USACE Debris QA Field Guide among others. The apps are currently offered on iOS devices, but Android support will be offered shortly. To locate the apps on the App Store, search for ForceReadiness.com. For more information, please contact Founder David Caraway at [dcaraway@ForceReadiness.com](mailto:dcaraway@ForceReadiness.com).

Being able to have the correct information on hand without having to dig for it is vital in the beginning moments of an incident on through to the end of the recovery. These apps will help all of us have better access to reference, training, and educational material to make informed decisions in the field, without carrying around a library in a Mobile ICS command post's trunk.

#### About the author:

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# GOD GAVE US TEARS...

*EPS member Samantha Justice wrote this letter in response to an article featured in February's issue of Resilience entitled 'The Unethical Nature of our Media'.*

"IT'S easy for us to moan; what a bad day we have had, the price of food, petrol, clothing, toys etc. When we go home at night we often have a hot meal, relax in a warm bath. Relish in a heated house, with home comforts and a roof over our heads. We take for granted so many things in life.

We do not stop to spare a thought for those who have little, or those who have had their sanctuary cruelly taken away. The media report the facts...don't they? The media show pictures of life 'as it is' for so very many around the world. We absorb the benefits of technology, yet condemn it when we do not like what we see. So many natural disasters have reached our screens in recent times. Tsunamis, earthquakes, floods, mudslides, fires engulfing towns and cities, the pictures of sheer horror as people, humans, adults and children alike are swept away in front of our very eyes. Lost crops, animals and livestock gone, homes, possessions, the very sense of belonging vanished. As if it was never really there.

Turn the picture over and we see devastation of another kind. War, terrorism, scenes of violence, people trafficking, drugs and prostitution. The list is endless.

We quite often condemn those who have filled our screens with such atrocities, fear and dread, but surely the media are doing the onlooker, and those persons caught up in such disasters, justice? If it were not for those in the

media bravely putting their lives on the line to report what is happening around the globe onto our screens, we would never know. Or is that the question? Would we be better off if we did not know? Would we be able to sleep more restfully at night if we had not seen those images? Would we find more to moan about in the morning when rising from our comfortable beds? Probably.

Would we still take our lives and lifestyles for granted? Yes. Would we spare a thought for those who are living in the realms of terror and fear? No, probably not. For we would not know their fete, would we? If we see images on our screens of other people and their plight, we need to spare a thought for them. Send prayers, donations, what ever it takes for you as a person to spare those few seconds realising that home comforts, people and loved ones are not always to be taken for granted, for we do not know how long they will be there. If those images on our screens bring emotion, so be it. Should the plight of those poor souls who are no longer able to stand as they did before place a tear in your eye, or a steady stream roll down your cheek, so be it. It does not make you less of a person. It means that you are human. That's why God gave us tears. To realise that no matter how bad we have got it, there is always someone out there who is in a far worse situation. Someone who maybe cannot find their

loved ones, someone who really has lost everything, and, someone who really has no place to go tonight – it could happen to any one of us in the blink of an eye. If we didn't want to know what goes on in the world around us, we would simply switch the screens off... wouldn't we? We have the power and the technology to turn away from plight, destruction and from the continual news reels feeding our minds and thoughts with the suffering of others, yet we choose, of our own free will not to. We continue to watch, to cry and to moan. I'm glad the media report such things across the world. I'm privileged to be able to see. I, for one still have the gift of sight. I am still able to breathe the fresh air everyday. I am still able to walk round my home town without being shot at or swept away by a raging tidal wave. I have a gift called life, which allows me to see, hear and feel such things. It reminds me that my life ain't so bad, and, to be humbly grateful for all that I have. It keeps me grounded and focussed. Seeing those images and sending thoughts and prayers to help those in distress is little by way of compensation for their loss, but it's the only way I can help. If I shed a tear along the way, so be it, after all, that's why God gave us tears...isn't it?

**Samantha Justice  
Resilience Team  
Buckingham County  
Council**



# E-CRIME HUBS TO TACKLE THREAT OF CYBER CRIME

**THE UK police capability to tackle the growing threat of cyber crime has been strengthened with the announcement of three regional policing e-crime hubs.**

The new hubs, in Yorkshire and the Humber, the Northwest and in East Midlands, were launched at the recent ACPO e-crime conference in Sheffield. Cyber crime has been identified in the National Security Risk Assessment as a 'tier one' threat alongside international terrorism, an international military crisis, and a major accident or natural hazard requiring a national response. To meet the threat, the Government has granted £30m over four years to improve national capability

to investigate and combat cyber crime. The three new units will work alongside the Metropolitan Police Centre e-crime Unit (PCeU) which was established in October 2008 as part of the National e-Crime Programme. ACPO lead on e-crime Deputy Assistant Commissioner, Janet Williams, said: "The Government has acknowledged a need to collaborate and provide a structured response to the cyber security of the UK and these three additional policing units are going to play a critical role in our ability to combat the threat. "It is anticipated the hubs will make a significant contribution to the national harm reduction target of £504m. In the first six months of the new funding period alone we

have already been able to show a reduction of £140m with our existing capability. "While a training period is required before the hubs are fully functional they will undoubtedly provide an enhanced ability to investigate this fast growing area of crime and provide an improved internet investigation capability." James Brokenshire, Minister for Crime and Security, said: "Cyber crime is a threat locally and nationally, and every police force in the country has to deal with its impact on people and businesses in their area. "As well as leading the fight in their regions, these units mark a significant step forward in developing a national response to cyber crime."

**THE EMERGENCY  
PLANNING SOCIETY**



**The EPS is the UK'S LEADING PROFESSIONAL BODY for all those involved in any form of RESILIENCE, EMERGENCY PLANNING, CRISIS and DISASTER MANAGEMENT and all related disciplines.**

**The EPS is the UK's leading professional body for all those involved in any form of resilience, emergency planning, crisis and disaster management and all related disciplines.**

Through regular consultation with the Government we provide a voice for our members to influence change at the highest level. Our members come from all areas of the resilience profession and as a society we work hard to ensure their voices are heard.

The EPS has recently introduced a range of Corporate Membership Packages to suit the needs of different organisations. Corporate Membership is available to any organisation which is prepared to

embrace the aims and objectives of the Society. Under these packages, named members would be able to join the Society at Affiliate level.

A number of exciting benefits, including free places at annual events and discounted advertising rates, are available with any of the new membership levels – Gold, Silver, Bronze or Governmental/ Non-Governmental Organisations.

As a member you have the opportunity to be part of an international network of professionals that can provide support and give you a voice that's already acknowledged as one of the leaders in the field.

For more information visit the EPS' new website: [www.the-eps.org](http://www.the-eps.org)



*This is the final part of a two-part Research Digest featuring the work of a selection of researchers who they provide summaries of recent emergency and disaster related research. If any of you have research please send them to Jeffrey Goatcher, Research Digest; we are always very grateful.*

### **A case study of coordinative decision-making in disaster management**

Smith, W & Dowell, J. (2000). A case study of coordinative decision making in disaster management. *Ergonomics*, 43 (8), 1153- 1166. Available at <http://emprov.njit.edu/resources/Group%20Information%20Seeking/smith2000.pdf>

Smith and Dowell report findings of a study into inter-agency decision making during response to a railway crash in the UK. The data was collected from interviews conducted with six individuals from three response agencies. The analysis suggests an inability to imagine and share a mental model of the decision making structure between team members, which would help generate shared expectations of the unfolding response process. This in turn produced conflicts between the requirements of distributed decision-making in the team and the ability of individuals to make decisions. The research draws attention to the importance of sharing mental models of decision making across multi-agency response teams, and how if that falters a decision making process forms around a progression of multiple options. This can be effective, especially in situations of dynamic uncertainty. It does however make huge demands on the co-ordination of communications. The importance of inter-agency coordination training is thus highlighted. **Laura Harding**

### **Family support and the fire service**

Regehr, C. (2009). Social support as a mediator of psychological distress in firefighters. *Irish Journal of Psychology*, 30, 87-98.

Regehr's (2009) paper includes four studies which examine social support in firefighters. Only the final study is addressed here. In this study, interviews were conducted with 14 wives of firefighters who worked in the Greater Toronto area, to understand social support from a family viewpoint. Family implications of shift work, family challenges and ways of managing them and their perception of the effect of their husband's job on family life were the issues explored. A positive aspect that emerged in the interviews was the wives' admiration of their husbands' work; however several challenges for families of firefighters were also raised. One implication centred on shift work and how it limited communication between spouses, and made the wives feel like single parents. Shift work was also found to have implications for the children experiencing long periods of without contact from their fathers. Another challenge the wives highlighted was the social atmosphere within the fire service. The wives praised the support given to their husbands from the fire service, but reported they felt disconnected and isolated from the fire service itself. The wives also felt excluded as the men received support from, and felt a strong loyalty towards, each other. The wives, however, did not feel part of this support structure. A final challenge arose from the firefighters protecting their families by keeping upsetting information from them and not disclosing their emotions. This leads to the wives attempting to read their husbands' moods and using avoidance strategies rather than approaching them. This approach then creates barriers between the spouses and reduces the ability of effective social support from the wife. **Leanne Brown**

### **How to find and keep the 'Good Lieutenant'**

Sanders, B.A. (2008) Understanding personality traits to predict police officer performance. *Policing: an international journal of policing strategies and management*, 31, 1.

Sanders (2008) tried to gain an understanding of what extent personality traits predict police officer performance. Using a sample of both large and small non-urban police departments in the USA Sanders employed a well-known and widely used personality scale (the 'Big 5') to measure personality traits, against supervisor's performance evaluation.

The research found that positive attitudes to work were generally better predictors of supervisor evaluation than personality factors. Finding no significant personality effects could indicate personality has no effect whatsoever on an individual's job performance, but it could show people with high ratings of conscientiousness, agreeableness and openness and low ratings of neuroticism are simply attracted to being in the police force in the first place. Personality type may not be as significant as we had previously believed, and opera-



*of Politics, Sociology, and Psychology students at Nottingham Trent University. Here, students wish to provide their own summaries of disaster and emergency related by happy to encourage the next generation of disaster and emergency researchers!*

tional environment factors may be more significant in influencing and predicting police officer performance, as judged by supervisor performance reviews. It may also, of course, be that supervisor performance reviews are not very good at identifying and rewarding 'good policing', and avoiding the problem of "cumulative mediocrity" in the service. Other methods of identifying good service personnel for retention, rewarding and promotion purposes, such as 'citizen evaluations' (Mastrofski, 1981), or peer ratings (Falkenberg et al. 1991) might be useful additional approaches. Sanders concludes, though, with an important open question, and no clear answers: "What is good policing? If the current state of good policing is that police chiefs 'know it when they see it' then many questions remain". **Danielle Wood**

### **Trust, mutual respect, and familiarity: Three factors of effective BA communication**

*Ida Lindgren, I., Hirsch, R., & Berggren, P. (2007) 'It takes three points to define a common ground: breathing apparatus firefighters' communication during rescue operations', Journal of Pragmatics, 39(9). Pp 1482-1502.*

This study investigates effective communication between firefighters using breathing apparatus. Lindgren, Hirsh and Berggren investigated communication patterns and their outcomes amongst Swedish firefighters moving around simulated buildings full of dense smoke. The only form of communication possible was through the radio in their breathing apparatus, all visual communication being impossible.

The results show effective communication was based on equality and interaction. If there was mutual respect, and common ground between the communicating pair interactions flowed effectively and they had a better understanding of the layout of the building. This was found to be dependent on how well the firefighters knew each other and how long they had worked together - the longer they worked together the better the communication. Specifically, effective communication was based on a three-point interaction pattern (A provides information; B responds and confirms they heard A; A confirms heard B). This method, although the most effective, was also the most time-consuming. However, after studying the use of the three-point interactions it was determined the success of the effective communication outweighed the time costs. **Abigail Mottershaw**

### **Taking work home: The effect police officers private relationships**

*Brunetto, Y., Farr-Wharton, R., Ramsay, S. & Shacklock, K. (2010). 'Supervisor relationships and perceptions of work-family conflict' Asia Pacific Journal of Human Resources, 48, 212-232.*

We all know the feeling when a bad day at work follows us home and has a knock on effect on everything else in our lives. Yvonne Brunetto and colleagues explored this concept among 180 Australian police officers, and 1,064 nurses, using a cross-sectional survey to find out how workplace relationships can predict and affect home relationships. This has important implications for worker retention and the costs associated with high turn-over in critical occupations. Brunetto and her team discuss work relationships in terms of social capital theory, where relationships are established and maintained as they are important for job satisfaction. If the supervisor-subordinate relationship is positive, this is beneficial for the subordinate individual as higher levels of responsibility are given, and access to resources and in-group status is achieved.

The key findings of the study were that supervisor-subordinate relationship predicts work-family conflicts. The work relationship could also predict job satisfaction. This suggests a negative supervisor-subordinate relationship could increase work-family conflict and decrease job satisfaction or vice versa.

This in turn suggests that organisations will benefit from promoting supportive affective workplace supervisor-subordinate relationships. Staff will work harder, be more committed and loyal to the tasks and objectives given. They will also be more satisfied with their job and have less work-family conflict, which will in turn benefit their psychological wellbeing, and the operational effectiveness of critical occupations. **Ellen McGhee**

# PROJECT CATO - CBRN CRISIS MANAGEMENT ARCHITECTURE, TECHNOLOGIES AND OPERATIONAL PROCEDURES



**THE key challenge of managing Chemical, Biological, Radiological or Nuclear (CBRN) incidents is the fragmentation of operational response, of specialist knowledge, of processes and of systems.**

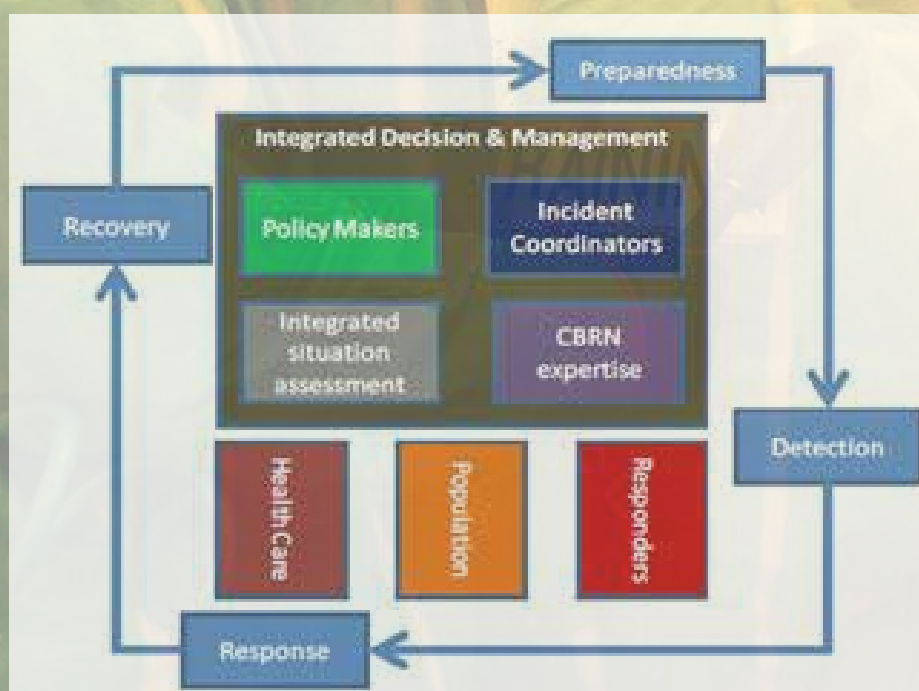
Project CATO seeks to bring an innovative and comprehensive solution to the diversity of organisational set-ups and of legacy systems for emergency preparedness and management, including information technology, equipment and sensors.

With funding received from the European Community's Seventh Framework Programme, Project CATO is building a dedicated community of user organisations and stakeholders concerned by CBRN preparedness and resilience, such as policy makers, ethics experts, emergency management agencies, healthcare responders, first responders, CBRN experts, equipment providers and system suppliers.

## Mission & Objectives

The CATO project team has been tasked with developing a comprehensive Open Toolbox for dealing with CBRN crises caused by terrorist attacks using non-conventional CBRN material or on facilities storing CBRN material. The purpose of the CATO Open Toolbox is to provide the means to build a dedicated customised

1. CBRN procedures are often specifically developed in specialised environments, therefore they are not commonly used across responder agencies, let alone across national boundaries
2. CBRN planning, preparedness, exercising, response and recovery are currently supported by numerous independent technologies with little or no interoperability. CATO aims to:



Decision Support System (DSS) for each individual incident. These customised systems will include the national doctrines, operational plans and SOPs, fully integrated DSS based on guidance, classified information on the local threat and response characteristics.

There are two main challenges Project CATO seeks to address:

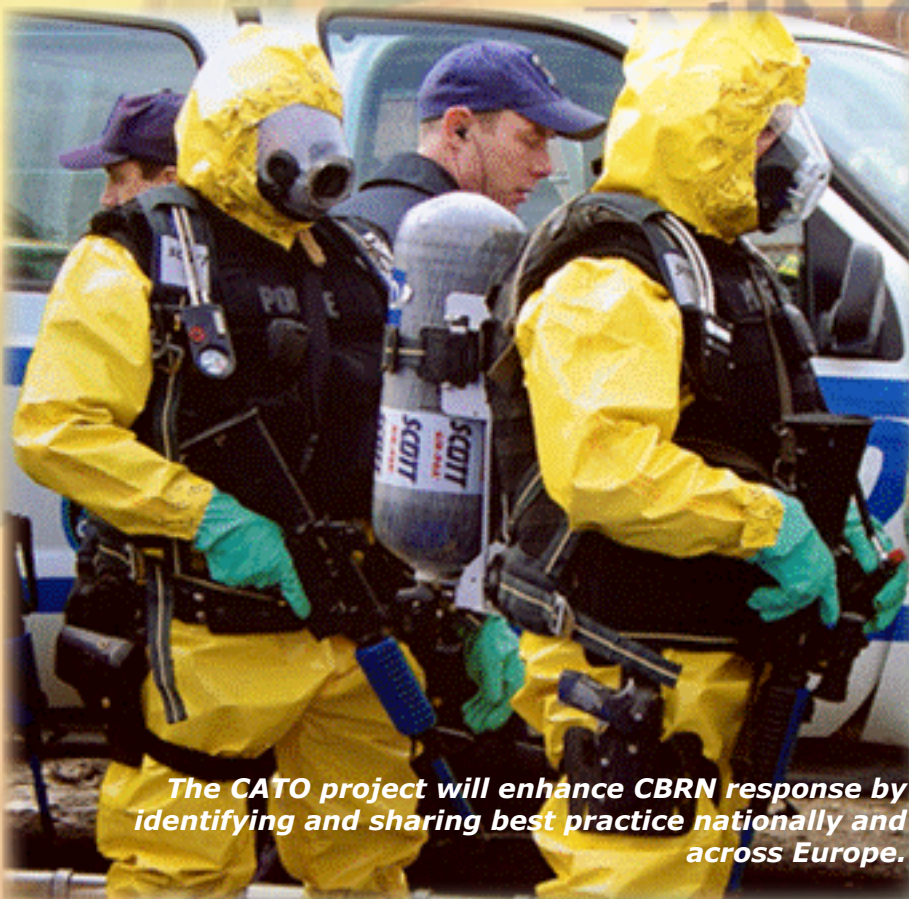
- Combine CBRN knowledge, planning and response know-how, DSS building blocks and dedicated models and procedures
- Enable the development of a specific CBRN DSS
- Cover the entire CBRN response structure from policy makers down to field teams across the whole disaster life cycle
- Find ways to allow the co-existence of public infor-



mation with sensitive information which the owner of a specific CATO system can add to their CATO knowledge base

- Address the multiple aspects of CBRN preparedness and resilience e.g. medical response, ethical, societal and psychological
- Use new information sources that are currently wasted in crises, e.g. mobile internet access, social networking and CCTV images to aid decision making and crisis communication
- Facilitate a CATO Laboratory to learn about CBRN attacks, such as new threats and responses and the training of field teams.

For further information regarding Project CATO, contact:  
[rod.stafford@vectorcommand.com](mailto:rod.stafford@vectorcommand.com)



**The CATO project will enhance CBRN response by identifying and sharing best practice nationally and across Europe.**

CATO Project Partners: NESS TSG, VectorCommand, UK Police, CBRN Centre, Prolog Development Center, Technical University of Denmark, Danish EMA, Studiecentrum voor Kernenergie, Centre d'Etude de l'Energie Nucléaire, ARTTIC, Commissariat à l'Energie Atomique et aux Energies Alternatives, Service de Santé des Armées, Fraunhofer-Gesellschaft zur Förderung der angewandten Forschung e.V., Centre for European Security Studies, Robert Koch Institute, Ernst-Moritz-Arndt-Universität Greifswald, Helmholtz Zentrum München Deutsches Forschungszentrum für Gesundheit und Umwelt, Hospital University of Bonn, University of Jyväskylä, Valtion Teknillinen Tutkimuskeskus, University of Salzburg, National Radiation Protection Institute, VÚJE Trnava, Inconnect, Magen David Adom, Center for Science Society and Citizenship Peace Research Institute Oslo.

## FAQs

### Does using CATO mean changing our procedures?

The CATO Toolbox provides the resources to build dedicated customised DSS adapted to local/ national organisational, political and financial constraints, as well as different CBRN threats.

### Does CATO focus on a generic set of threats?

The customised DSS will include national policies, operational plans and SOPs. A fully integrated system based on guidance and specific classified information on the local threat and response characteristics.

### Is it just software?

A CATO system is not simply a piece of software but a full set of knowledge including: methods, data and meta-data, policies, technologies, responder equipment, and interfaces to the IT systems of the concerned agencies.

### Is involvement limited to project partners?

CATO aims to build a dedicated community of user organisations and stakeholders concerned by CBRN preparedness and resilience.

### Is CATO an event?

It is a three-year integration project running from 2012 to the end of 2014, involving research and development by partners, and engagement with end-users. It includes two conferences.

### Is it just about national response?

This highly innovative approach will allow for the development of collaborations across Europe and beyond while respecting the principles of national independence.

# Emergency Management Review

*"Quite a milestone"  
Professor Edward Borodzicz*

*"This looks excellent"  
Tony McAleavy, Durham County Council*

*"Very impressive and interesting work"  
Aimee Wielechowski UN OCHA*

*"Many congratulations; this is a great achievement"  
Dr Tina McGuinness, Sheffield University*

THESE are just some of the comments received in the first few weeks since the launch of Emergency Management Review (EMR) - the peer reviewed journal of the Emergency Planning Society - on February 21.

To date, more than 450 people have registered to view EMR which is published by the Emergency Planning College, forming the hub of their developing Knowledge Centre. Eve Coles, Editor of EMR, is delighted with the initial response and positive comments received,

particular from the global audience who have registered.

"As we go forward in the future it is hoped as the Journal develops it becomes an established source of well written, rigorous articles that can add to, and help grow, a body of knowledge within the UK and Ireland," she said, "work is already underway for the next publication and I am delighted with the response and feedback to date!"

Jacqui Semple, EPS Director, added: "I am very happy with the

response to the Journal, comments both home and abroad illustrate the global reach and influence of a peer-reviewed journal and the added value it brings to the profession.

"The collaboration and continued support from the Emergency Planning College in publishing EMR promotes, aligns and reinforces the knowledge, skills and experience of both the professional body and the centre of excellence!"

A reminder that it is your journal and it is up to you to make it work by submitting accounts of your field research, your case studies and your good practice. All submissions will be double blind peer-reviewed to ensure they are relevant, rigorous, accurate and should make a clear contribution to theory and/or practice of emergency management, civil protection and resilience. Anyone wishing to submit articles for peer review and inclusion in EMR should contact the Editor, Eve Coles, via e-mail on: [e.l.coles@lubs.leeds.ac.uk](mailto:e.l.coles@lubs.leeds.ac.uk) or in Ireland the Deputy Editor, Caroline McMullan, on: [caroline.mcmullan@dcu.ie](mailto:caroline.mcmullan@dcu.ie)

## EPS member upgrades - May 2012

### Member to Fellow

Robert Flute  
Stuart Dunsmore

Eastern  
Southern

### Associate to Member

Nick Rushall  
Cass Sandmann  
Robert Cotton  
Rob Hayes  
Andy Roesen  
Richard Sendall  
Bob Mearns

West Midlands  
South Western  
Eastern  
Eastern  
South Western  
Eastern  
Eastern



# RESILIENCE TRIP

*South West branch member FELICITY HUDD guides us through her branch's recent two-day London Resilience Trip*

**A**S PART of the EPS' South West branch yearly study programme, 15 members attended an overnight coach tour visiting some of London's resilience infrastructures including the Thames Barrier and Gatwick Airport.

The South West and London branches came together to visit the sights as well as attending a members upgrade session held by Jo Couzins, and listening to a presentation by former BBC presenter Ian Cameron.

The tour of the Thames Barrier, hosted by Eamonn Forde, was very informative and was supplemented by a presentation on flood prevention and how the barrier works.

The South West branch then attended a presentation held by Chris Ashton and Chris Spry, which provided an insight on the new Time for Change Review, which is being rolled out over the forthcoming year.

The following day the South West branch members had an early start to meet up with London branch members; together they attended Mr Cameron's presentation on the power of social media and were shown case studies from around the world. This was followed by a media DVD of the Bristol Argon Shield - a major CBRN exercise that recently took place. The DVD showed three elements of the exercise:

1. Responding to a chemical attack on a crowded place
2. Survivors being put through the decontamination process
3. Survivor Rest Centre set-up

Assisted in the response were Avon & Somerset Police, Bristol City Council, North Bristol PCT and voluntary agencies.

The survivors were volunteers from across the region and were mainly members of the EPS.

Mr Cameron's DVD vividly captured frantic concerns from the survivors of the blast; they revolved around the lack of communications, the reliance on the arrival of the Emergency Services at the scene and when the decontamination process would be set up. The DVD then followed their route throughout the exercise.

The following part of the study trip included a visit to Gatwick Airport combined with a presentation from John Ashby, and his assistant Matthew from the Joint Emergency Planning team, explaining the emergency response plan for the airport. We then had a walkthrough tour of the airport's resilience structure capabilities.

Overall it was a successful trip and enjoyed by all.

With special thanks to Gerry Cast, Jo Couzins, Eamonn Forde, John Ashby, Ian Cameron, Chris Spry, Chris Ashton and not forgetting Ivor the Driver!

## In brief...

Community Resilience UK has recently announced plans to campaign for the protection and improvement of emergency preparedness, response and recovery capabilities.

Community Resilience UK's vision, while recognising the need to respond to budgetary constraints which may affect local authorities' emergency planning capacity, provides a strategy for maintaining effective representation of the sector with decision makers.

Community Resilience UK has stated it intends to:

- Carry out research into the level of spending by local authorities on emergency planning
- Promote the accreditation of all civil contingencies professionals
- Work to help establish a Chartered Institute of emergency planning and disaster management to support and develop professional standards
- Campaign for independent assessments of Category 1 Responders' plans and Local Resilience Forum (LRF) community risk registers
- Raise the profile of emergency planning among MPs and peers
- Investigate the application of community budgets to LRFs

A number of the targets outlined by Community Resilience UK align with the Emergency Planning Society's key objectives.

The Society therefore intends to explore with Community Resilience UK and other like-minded organisations how we might all work more closely together to take these proposals forward.

# THE EMERGENCY PLANNING SOCIETY

