

RESILIENCE

The Magazine of the Emergency Planning Society

November 2011



THE EMERGENCY
PLANNING SOCIETY



The Emergency Planning Society

The Organisation for Resilience Professionals

www.the-eps.org



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General Manager

It is an exciting time for the future of the EPS' member benefits which now include FREE webinars.

Following our first successful webinar on November 3, the EPS Directors have reflected on your concerns about the cost of the webinars and we have decided that future webinars will be FREE for all EPS members to participate in.

The interactive, monthly webinars will be included the package of benefits that you receive for your membership fee. It is our intention that, as a minimum, the webinars will enable you to energise your knowledge without leaving your home or office, enhance your learning skills, cost and time efficiently, enjoy dynamic presentations by industry specialists, offering interactivity throughout and the opportunity to learn from your worldwide professional colleagues.

Inevitably, having made the decision not to charge for the webinars it has taken us some time to renegotiate the contracts needed to support these events. This has now been completed successfully and we plan to hold one webinar every month. You can now book your place at: Cyberspace: The Culture of Yes (December 14), Olympic theme (January 19, speaker to be confirmed) and the EPS Board update (February 23).

Details of webinars from March 2012 onwards will be published in the New Year on both the EPS website and the webinars and events website www.epswebinarsandevents.co.uk

To book your place on a webinar please visit the Society's website www.the-eps.org and follow the links.

I look forward to seeing you all logged on!

Most of you will know that for the past year I have been working for the Society on a part-time basis as Membership & Development Officer. Prior to that I was Head of Emergency Planning & Business Continuity for Essex County Council, where I worked for more than 23 years.

I have always been a passionate supporter of the EPS, having undertaken various roles in this regard: Vice Chair at national level, Chair and Vice Chair at branch level, Chair, and membership of Professional Working Groups.

Members will soon be able to experience our revitalised website, participate in innovative webinars and events and use the improved online CPD Scheme. As General Manager I will support the directors in fulfilling their roles as effectively and efficiently as possible. This work has already started by me providing the secretariat to the board and sharpening up the Board Delivery Plan.

To achieve all of the above it is essential to have a friendly, helpful and professional team to provide services to our membership of nearly 2,500 resilience professionals. I am delighted to be working with Sue, Sam, Jo, Linda and Jo-Anne, who do much of this behind the scenes in the head office in Cardiff. Equally important is having in place a set of robust financial, administrative, legal and HR procedures to underpin our operations for the benefit of both members and staff.

I look forward to working with you to enhance our Society.

Front cover picture: Sidney Opera House. James Morgan. See article on page 19.

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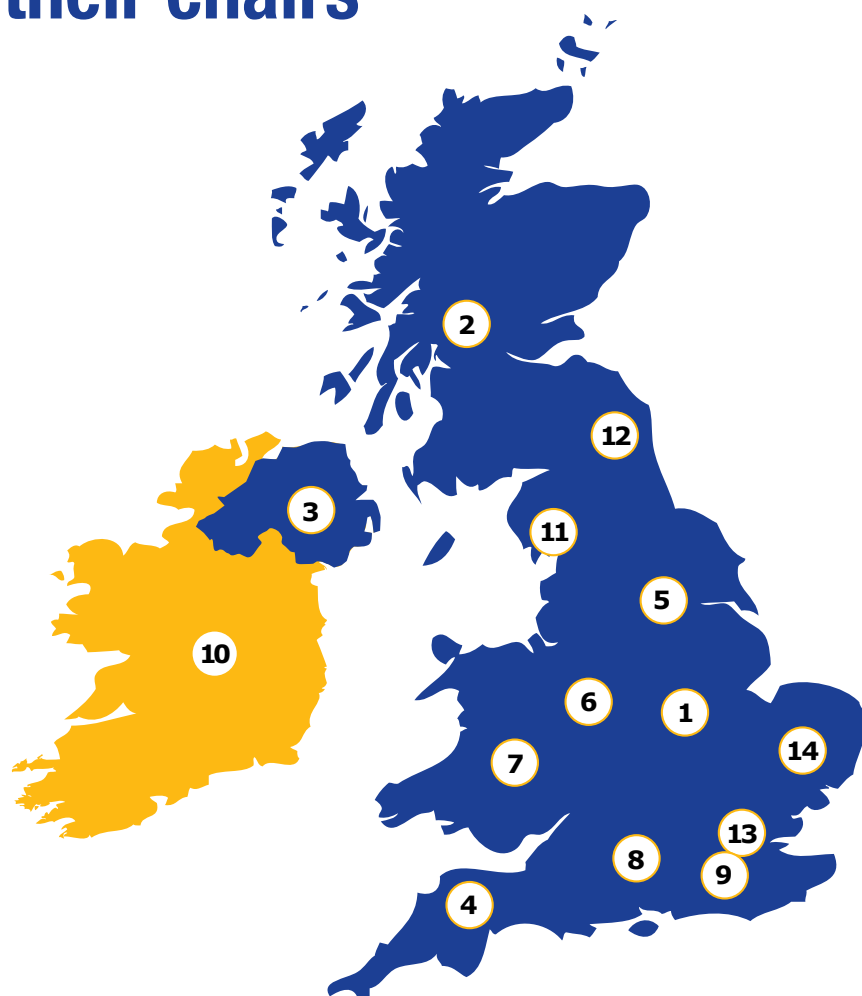
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ARE YOU AFRAID OF SOCIAL MEDIA?

By Ben Proctor, West Midlands branch

MY GREAT aunt Jean asked me about Blackberry Messenger the other day; three months ago even communication professionals never spoke of it, it was a niche interest amongst youth workers. Now everybody wants to know all about the technology that appears to have fuelled the English riots.

Those that thought social media was a scary, ungoverned space before see absolute confirmation of their fears in the riots. Those who argued social media was a way to build new communities and repair our broken society see in the #riotcleanup campaigns evidence they too were right.

Without noticeable enthusiasm from professionals, politicians mused aloud about switching off networks and blocking access to online services - it was an idea warmly welcomed in China.

Social media appears at once to be immensely significant and depressingly trivial. It is a technology so amorphous that many people struggle to see its relevance at all. Professionals have been gazing at Facebook pages and asking themselves "how can we use this technology?"

This, if you will forgive me, is the wrong question.

Social media has far greater utility for the individual citizen than it does for state organisations. It enables each individual to communicate instantly over a wide area, to share data and to gain an understanding of the whole situation. This is new for the public. It is what responders have been able to do for a long time.

The sudden access that citizens have to their own monitoring and publishing channels reveals how many of our plans

rely on our superior access to information and communication.

In principle, responders should still have a better understanding of what is taking place in an emergency than the general public. We only have to look at the rumours that swept the country during the riots to see how much poor quality data is shared on public networks.

Even so it is clear that people are making decisions based on the information they glean out of this mess. The choices of many about where and when to gather and cause disturbances were informed by data flowing around social networks, so were the decisions of those who wanted to do something positive. Those who marched onto the streets with brooms or added a message to the Peckham "Wall of Love" coordinated their actions with their peers. In most cases they did not seek consent from, or even consult, official channels.

This is a one-way street. Twenty-first century citizens will become more sophisticated about using and sharing data in a crisis. The differential between official understanding of the incident and the public understanding of the incident will shrink, and rapidly.

Responders have access to superior data because there has been no practical alternative. We haven't sought to keep information away from the public, but they have been kept, to an extent, in ignorance. As that extent diminishes we need to change our plans and procedures in response.

We need to ask "how will other people use this technology?"

DECISION MAKING AND THE BRAIN

A blog by Ian Moore

"MY personal fascination is about how we make decisions and my blog will focus on decision making and how, by understanding some of the ways that we make decisions, we can improve our decision making.

What has decision making got to do with resilience? When we are planning to create a more resilient group or organisation we are constantly making decisions about how we can best do this and what threats we need to take into consideration. On the personal side when we experience a crisis situation we are making decisions for ourselves and others. Unfortunately in all these situations our decision making processes are subject to a number of built in biases, however, if we can understand these biases then we are in a position where we can develop techniques and ways of thinking to counteract these innate biases.

It is difficult to clearly quantify how much poor decisions cost either in monetary terms or in lives and suffering but it would seem obvious that even a small improvement in our decision making could have really significant benefits. In this blog I would like to introduce some of the ideas that I will be developing in future blogs.

I will start by stating the obvious: we make decisions with our brains. But let us consider what our brains are for. They have evolved over hundreds of thousands of years to help us survive and to that end they are highly effective decision making instruments. However, in modern day situations these mechanisms for decision making may not be the best. So rather than spending time on developing sophisticated decision making strategies it is bound to be useful to understand some of the mechanisms that our brains have developed to make decisions. By understanding these mechanisms we can become sensitised to their shortcomings and so develop approaches to counteract these shortcomings and thus make better decisions.

We can make better decisions. The good news is that we have a brain! In our brain we have over 10 thousand, million neurons and the number of possible interconnections between these neurons is 10 followed by 100 zeros. We have an immensely complex piece of machinery in our brains. However, is the brain fixed in the way it processes information?

In order to drive a traditional black cab in London



a taxi driver has to pass 'the knowledge'. This is a test about the streets of London and the best way to navigate around them. It has been known for some time that the hippocampus, an area of the brain, is responsible for processing geographical information. In the year 2000 a team from University College London scanned the brains of some taxi drivers and found that their hippocampi were bigger than those of normal people. This is a really significant finding! It shows that exercise and practice can physically develop areas of the brain and increase the connectivity of the neurons.

The bad news is that the brain has a very specialist design. It has evolved over hundreds of thousands of years for survival purposes and not necessarily for making the best decisions. Part of the specialist design is our memory systems. When brain scans are done on chess players some interesting results are found. Masters and Grand Masters seem to have activity towards the rear of the brain which is normally associated with our memory systems. Less competent chess players tend to have most activity towards the front of the brain, in the pre-frontal cortex, which is normally associated with decision making. When we make decisions are we using our memory of past situations or analysing each situation anew?

Large areas of our brains have developed for pattern recognition. This is obviously useful for recognising



objects and faces. Unfortunately we also tend to see patterns when there are actually none there.

Our brains are also very good at establishing habits. These are very useful 'short cuts' to our decision making processes. We don't need to think about everything that we come across on a daily basis. Let's have a look at one habit we have developed – how we fold our hands.

So let's try it out. I'd like to ask you to fold your hands. If you look at your hands you will notice that one index finger is above the other one. When we are young we have to learn to fold our hands like this. Each way is equally likely at this point. However a habit quickly forms and one way becomes dominant. When we are

older we will usually only fold our hands in one way. So for most of our lives we have been folding our hands in only one way. You would think that a habit as well established as that would be hard to break. But let's try this - try folding your hands so that the other index finger is on top. What does it feel like? Most people find this quite uncomfortable but bear with me for a moment. Let's try slowly folding our hands back to the original position and slowly back again to the second position. And then back again, and back again, and back again, and back again, and back again and finally back again. Now just shake your hands. So let's try it again. I'd like to ask you to fold your hands again. Can you remember if this is the way you did it originally?

What's interesting about this is that most people, after only five repetitions, feel much less awkward. Some people cannot even tell the difference any more. This is a very simple example of how a lifelong habit can be overturned (or at least lessened) by only five practices at doing it a different way.

We have seen that our brains have some limitations when it comes to decision making.

The good news is that if we understand what these limitations are we can re-programme even long established habits. We can also grow parts of our brain.

So if we can understand how our decision making works, we can spot the deficiencies in our decision making. Knowing what these deficiencies are we can take countermeasures to improve them."

■ Read more of Ian's blog in February's issue of Resilience.

Ian Moore specialises in the psychology of decision making and how, by understanding how we make decisions, we can improve the way we make decisions. He runs a variety of workshops and gives keynote presentations in this area.

For more information see: <http://www.unthinkablethinking.com> or e-mail ian@unthinkablethinking.com



DEDICATED AMBULANCE MAN'S LONG SERVICE AWARD

A LONG Service Award is just the icing on the cake for ambulance man Trevor Dale who has experienced the highs and the lows of a 40-year career with the Ambulance Service.

Grandfather-of-two Trevor, a member of the Emergency Planning Society's Yorkshire & Humber branch, recently received an award in recognition of his four decade commitment to the Ambulance Service.

His career began in August, 1971, when he joined Sheffield Ambulance Service as an unqualified Ambulance man. He became qualified a few years later and worked on A&E for many years before taking the first steps into management.

His time with the service has seen him tackle a number of roles including: leading Ambulance man, Station Officer, Divisional Officer and Divisional Commander, A&E Control Manager, Emergency Planning Manager, EP manager at South Yorkshire Strategic Health Authority and Yorkshire and the Humber SHA Regional Health EPM (recently merged under the new NHS transition with North East and North West to become NHS North of England). Trevor's even worked as a Liaison Officer, Resource Manager and a Control Trainer, for short periods.

There have been many highs and lows for father-of-two Trevor along the way.

"Just helping people when they are vulnerable and injured is always memorable and rewarding.

"Delivering a baby is high on the list," he said, "but on the down side are the Hillsborough Disaster which will never leave me, and the Miners' Strike which is unforgettable."

Of the Hillsborough Disaster in 1989 he said: "To see that many people killed and injured on a bright, sunny day, which should have been such a



fun occasion, was just awful."

Now semi-retired (and loving it!) but still working three days a week as Regional Health EPM, Trevor said he would recommend the ambulance

service to anyone.

"Every day is different," he said, "you get great job satisfaction, but it has changed so much over the years."

YOUR RIGHT TO REPLY

The opinions expressed in *Resilience* articles are the author's own and do not necessarily represent the views of the Society. If you would like to share your views on any points raised in the magazine or in the Society send your letters to Sam Mendez on media@the-eps.org or to the head office address on page 3. The author of the 'star letter' printed in February's issue will win a Kindle!



MAINTAINING A SMALL SCALE CRISIS SUPPORT TEAM

By Andy Cremer, Eastern branch

IN COMMON with many local authorities, Welwyn Hatfield Borough Council maintains a team of employees which can be called upon to assist in the event of an emergency. Our team, currently around 40 in number, can provide support within a rest or reception centre, can carry out support roles within the council's incident control centre or act as liaison officers at the scene. The team draws upon employees from all areas of our business and we have attracted people with an array of transferable experience such as

previous emergency services roles, or homelessness officers who are used to dealing with people who are displaced from their homes in their normal role. The team have so far had to respond to a number of smaller incidents, primarily smaller scale evacuations.

The council has always had a positive and supportive attitude to resilience and emergency response. The Hatfield rail crash occurred in the borough and the council recognises the importance of an effective response capability and

developing employees with the skills to be able to respond.

Training of the volunteer team was previously carried out through a traded service with Hertfordshire County Council's resilience team, some sessions being developed by them, others by us, and some jointly. This worked well but due to the current financial climate this partnership ended from April 2011 and it is therefore critical the training we offer our volunteer team is robust and respected, as well as equipping them with a similar



set of core skills to those of our neighbouring authorities.

Training for the team is backed up by occasional seminars to maintain commitment and interest, our last guest being a speaker from Disaster Action. The team is highly committed and it is usual to get very high attendance rates at any event.

While there are a number of larger scale teams in local authorities, as a small borough council there are particular organisational constraints that make a 'lighter touch' approach necessary, namely:

- There is little overhead available for administration of the employee volunteer team as I am the only full time resource dedicated to resilience.
- In financially constrained times, the scheme needs to be cost effective and not divert resources from the council's day-to-day service delivery, for example by excessively onerous training requirements.
- Like all local authorities, the council is becoming a smaller organisation and it is perhaps inevitable that some existing team members will not be here in the future, meaning there needs to be ongoing efforts to recruit and retain members, albeit from a smaller pool.

The challenges of balancing these apparent tensions against our statutory duty to respond interested me greatly, as did the value of an effective initial council response, mounted by people with no emergency planning background. I was therefore fortunate to be able to undertake the Post Graduate Certificate in Integrated Emergency Management, run by Leeds University Business School, in conjunction with the Emergency Planning College, with the aim of developing a skills and competencies framework for the employee volunteer team.

One of my starting points was the National Occupational Standards for Civil Contingencies (NOS), which has given a real opportunity to map training to a defined set of competencies and pin down what

is required of our responders. The NOS provides a robust benchmark for quality assuring and mapping the training and development we offer our team. It was invaluable in setting out the relevant learning areas and distilling this into the particular practical skills that an employee volunteer requires.

Analysis of plans and guidance at LRF level summarised the requirements of these in respect of second tier local authorities. This helped me to scope out exactly what roles I needed to prepare employees to undertake. While one of the obvious principle roles was that of running reception centres, the review reinforced there are also employees who were not members of the existing volunteer team who would also require training to carry out their duties in an emergency, for example environmental health officers.

A wider literature review was undertaken to establish certain key principles, namely:

- The reasons why people volunteer, to assist me in developing arrangements that encourage employees to volunteer
- The importance of an effective initial humanitarian response to incidents.

The literature review identified that while people have historically volunteered for altruistic reasons, there is an increased trend towards carrying out volunteering activity for personal motivation and benefits, for example acquiring new skills. This sat very neatly alongside the NOS, which provide a coherent set of structured competencies, and this supported my decision to use the NOS as a basis for mapping the training delivered.

It was evident there are real benefits to those affected by incidents if there is a properly trained initial humanitarian response by competent individuals, for example, in reception centres. While the lead in humanitarian response will fall to social care professionals, there may be a time lag while these resources are deployed and in small incidents there may actually be no need for

such a deployment. In such cases, the provision of what is generally referred to as "general welfare" support will, at least initially, fall to the borough council team.

The research clearly identified the way such staff treat people, the words they say and the actions they take can have an effect on the outcome for those affected. This may sound like common sense but in fact my research found little consistent doctrine for the training of such responders and a clear perception of 'tea and sympathy' was evident on occasions. I also knew from my own experiences that staff may sometimes be reluctant to engage with those who have been involved in incidents as they may be afraid of 'saying the wrong thing'.

A second phase of my project was to look at why employees volunteered for the team and what their aspirations were, by means of a self administered questionnaire survey of current team members. This survey showed the team of volunteers were primarily motivated by the urge to help others, but also by the desire to gain extra skills and experience. There was apparently little need for recognition among the team, indeed many cited civic or public duty as one of the reasons for volunteering.

When asked about their aspirations, many volunteers wanted a more formal training structure than what existed previously, but quite clearly stated this should not be onerous; this conclusion sat nicely with the organisational constraints explained above.

In developing a framework for the team I decided to try to encompass not only the existing volunteers, but also those professionals such as environmental health, building control and homelessness officers who can inevitably be involved in incidents. This meant some of the existing role-based training we had been delivering needed to be refocused to provide a set of competencies to a range of employees, some of whom might be undertaking their 'day job' in unusual circumstances. It also meant the term 'volunteer team' no longer fitted the bill and has been renamed the Crisis Support

Team to better reflect the range of people involved and mirror a more generally recognised term.

To fit with the council's capacity to administer and support the team, four discrete training modules were developed, each with a set of skills and competencies mapped to the NOS. These are:

- Reception centre worker – providing general support in a reception centre including initial welfare support and logging evacuees.
- Reception Centre Manager – for those in overall management control of a reception centre.
- Incident Control Support Worker – for those who work in the council's incident control centre or support a senior officer carrying out a tactical or strategic role.
- Incident Scene Support Worker – covering not only those who carry out a liaison role at the scene of an incident but also those such as environmental health officers who need a more general grounding in the processes that are put in place to manage an incident, for example multi-agency liaison.

This more restricted set of training sessions fits well with the organisational context in which the council operates, in that they

are low overhead to administer, short and focussed and minimal in business impact. Each session is deliverable in half a day except for the two reception centre roles; a second session on emotional support is mandated and currently delivered by Dr Anne Eyre.

To quality assure our training programme we have become an approved development provider with the Institute of Leadership and Management, so staff who complete the appropriate sessions receive the appropriate ILM certificate as well. This external element provides an added incentive for staff to register as a member of the crisis support team, which is currently being re-launched with its new 'branding' through an internal communications campaign.

So far the revised training framework and the associated ILM certificate and publicity are showing encouraging signs of success with a number of new employees coming forward, helping to ensure the sustainability of the team. Equally importantly though, the profile of emergency planning has been raised internally and interest has been generated, even if this does not always translate into new team members.

I would like to thank my tutor, Eve Coles, for her support throughout the project.



Author Profile

Andy Cremer, Head of Emergency Planning and Risk Management, Welwyn Hatfield Borough Council

Andy leads the council's approach to resilience including training the crisis support team.

He is an active member of the LRF, Hertfordshire Resilience, and is a district and borough council representative on its Management Group, a member of the LRF People and Communities Group, and as a member of the Eastern Branch Committee of the EPS, he is Hertfordshire county representative.

Andy has worked for Welwyn Hatfield Borough Council since 1985, the majority of which was spent in internal audit where he became Head of Audit and Corporate Governance until 2006 when he took up his current role.

He has an MSc in Audit Management and Consultancy and a Post Graduate Certificate in Integrated Emergency Management.



COUNTDOWN TO SUMMER 2012: MINIMISING RISKS, RIOTS AND RESOURCE SHORTAGES

By Shyam Bhatt

THE August 2011 England riots, the attack on Prince Charles' car in December 2010, and the attempted airliner bombing on Christmas Day 2009 have shown that British policing, emergency procedures, and resilience capabilities must be fundamentally revised before the Olympic Games in 2012.

Threats

Domestic and international Terrorist groups continue to research new methods for attacking targets of national interest in order to garner publicity and have shown innovation by effectively adapting their techniques to hamper UK law enforcement countermeasures.

Multi-pronged simultaneous attacks using low-tech and small arms weaponry could be carried out within the UK. For example, recent al-Qa'ida (AQ) manuals that have been disseminated by al-Qa'ida in the Arabian Peninsula outline firearms training, particularly in the use of AK-47s and similar weapons. Furthermore, Improvised Explosive Devices (IEDs, particularly peroxide and fertiliser-based explosives) and Vehicle Borne Improvised Explosive Devices (VBIEDs) can create confusion, fear and panic, as demonstrated by the twin attacks in Norway on July 22, 2011.

Moreover, it is crucial that 'softer' densely-populated targets such as railway stations and shopping centres are protected, as any attack against locations such as these would have a significant impact on British police forces. The latest intelligence recovered at Osama bin Laden's Abbottabad compound in



Pakistan indicated a recent interest in these types of targets, while he was still at the helm of AQ's leadership.

Although al-Qa'ida has not launched a 'successful' attack in the UK since July 7th, 2005 (7/7), there have been numerous attempts. Moreover, the UK has been relatively lucky since that year, where plots missed by the intelligence community almost resulted in the detonation of the four bombs exactly a fortnight after the 7/7 attacks, the car bombs in Haymarket and Park Lane in June 2007 and Umar Farouk Abdulmutallab's device on Northwest Airlines Flight 253 to Detroit. The considerable threat posed by AQ remains high in spite of the death of Osama bin Laden and the onset of the 'Arab Spring' movement. FBI Director Robert Mueller has also suggested, in spite of the killing of Anwar al-Awlaki, his Yemeni-based wing of al-Qa'ida, al-Qa'ida in the Arabian Peninsula, is "a significant threat".

The Lone Wolf Threat

As with any terrorist group, so-called 'lone wolf' actors are

motivated by a variety of reasons, including their adherence to particular social, political or religious causes. Susceptible individuals may not be formally affiliated with radical groups, but can be inspired through the internet, particularly via social media websites.

However, 'lone wolves' can be the most difficult to identify and disrupt as they may choose to leave a less conspicuous 'digital footprint'. No suspicious planning or reconnaissance meetings are arranged, and there is a far greater reliance on the general public to report the suspicious behaviour of one individual, rather than a dissenting member of a group doing so.

There are clear indicators that may be used by law enforcement agencies to detect and disrupt plots. In particular, it is most possible to apprehend 'lone



Anders Behring Breivik has been charged with mass murder for killing 92 Norwegians in twin attacks

volves' during their acquisition of weapons, or their preparations for the planned attack (such as security probing and route mapping).

A major threat might be if 'lone wolf' terrorists were to carry out simultaneous multiple attacks aimed at causing political, physical or economic damage, utilising the 'Mumbai-style' attack model. Simultaneous attacks aimed at critical national infrastructure (CNI) targets have already occurred in Pakistan and Saudi Arabia. The seriousness of this threat was further demonstrated by the 22/7 terrorist attacks in Norway, when Anders Behring Breivik detonated a car bomb near Regjeringskvartalet (Oslo's equivalent of Whitehall), which served as a distraction for emergency responders while he travelled to Utøya Island to carry out a separate attack.

Prevention, Risk Mitigation and the Allocation of Resources

Figure 1 shows how the Civil Contingencies Secretariat (CCS) of the UK Government compares high consequence risks, including both manmade threats and natural hazards. However, the allocation of resources is inconsistent the degree of impact, likelihood and the current state of readiness to deal with a given threat.

The vague nature of Figure 1 means that it is of limited value to most emergency planners (including the police). The worst case scenarios within this group are deemed so severe that its average degree of threat magnitude remains extremely high.

In **Figure 1**, the Litvinenko assassination of 2006, which resulted in the death of one person, is essentially grouped together with a catastrophic nuclear attack, within "Non-Conventional Attacks". Another significant limitation with this diagram is not being able to compare one of these threats with an incident where two actual incidents coincide. For example, it is difficult to assess where 7/7 would be positioned since it could be categorised as an 'attack on infrastructure', an 'attack on a crowded place' and an 'attack on

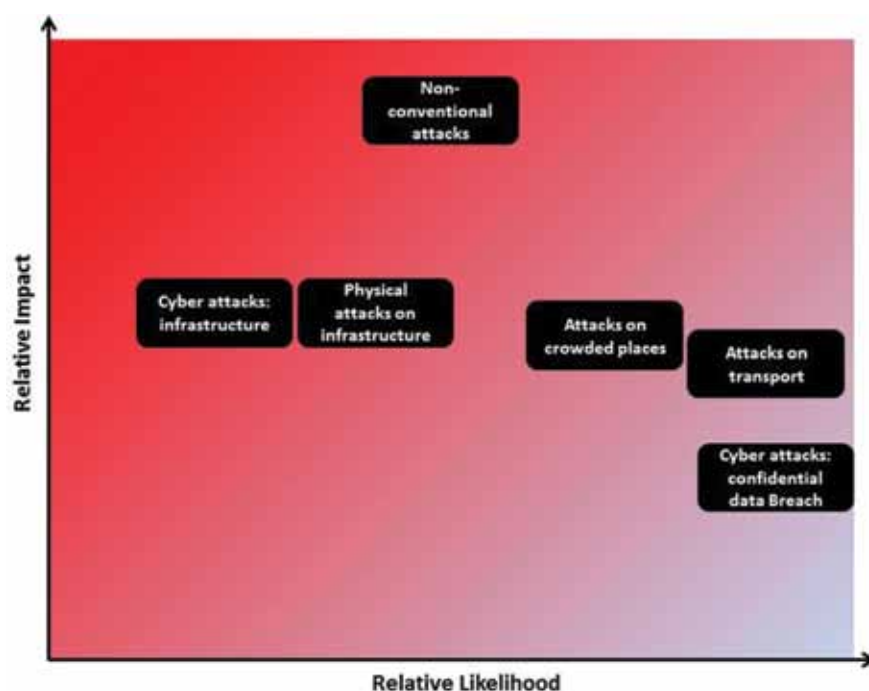


Figure 1: High Consequence Risks Facing the UK (Cabinet Office's 2010 National Risk Register)

transport', all of which occupy different points on the diagram.

Figure 2 is an amended version of the Cabinet Office's impact-likelihood chart, which, for the purposes of this report, only shows threats (and not natural hazards or major accidents). The threats are positioned differently to those in Figure 4. In particular, cyber-attacks on infrastructure feature more prominently than physical attacks on infrastructure, for the following reasons:

- The UK is not sufficiently prepared for a cyber-attack on infrastructure, compared with a physical attack on infrastructure
- The impact of Cyber-attacks can in many ways be as great as physical attacks, or worse, a blended attack combining cyber-attacks and physical attacks could have catastrophic consequences for the United Kingdom.

The revised *Prevent* Strategy states that the Government intends to address the highest impact terrorism risks set out in the National Risk Assessment, which include the threat of a terrorist attack making use of chemical, biological, radiological or even nuclear materials.

However, for the sake of pragmatism with regards to resource allocation, the Government operates on working against "reasonable worst case scenarios" rather than purely 'worst case scenarios'. There is the obvious danger that in doing so, those scenarios that are deemed 'worse' than the 'reasonable worst', yet which are not impossible, might end up being critically neglected in terms of civil contingency planning. If resources are allocated on the basis that a given threat is deemed 'likely' based on available intelligence, then this is a critical oversight in the event of a catastrophic terrorist attack. Therefore, without cutting spending on any security budget, we urge a greater emphasis on investing in mitigating the threats of genuine 'worst case scenarios', as indicated in red towards the top left area of **Figure 2**.

Police Methods and Tactics

As with any terrorist group, so-called Police methods and techniques must also be updated to reflect changes in terrorist tactics. The Mumbai terrorist attacks of 2008 demonstrated the effectiveness of an assault using

small firearms, as a tactic to ensure protracted chaos in an urban environment. However, reducing the risk posed by IEDs, such as those used during 7/7, and VBIEDs, should remain a central part of counter-terrorism operations.

This change in terrorist tactics is not limited to attacks in the West. For example, during a recent attack in June 2011, Taliban militants used IEDs merely to breach the fortified perimeter of the Inter-Continental Hotel in Kabul, which was immediately followed by a deadly assault using firearms and grenades. The Taliban's attack on the British Council in Kabul in August 2011 also encompassed distinct phases which were similar to the strike against the Intercontinental Hotel. Firstly, a suicide bomber attacked a nearby checkpoint using an IED. Minutes later, the British Council's perimeter was breached with a VBIED. Lastly, four attackers stormed the building with firearms and Rocket Propelled Grenades (RPGs), killing at least nine people.

UK police forces and Government agencies must collaborate with their international counterparts to the fullest extent. For example, a specialist team of 15 experts from the FBI recently visited the Mumbai police force to learn lessons from the 2008 attacks. From this, the FBI intends to develop a counter-terrorism model to be included in the syllabus at their training academy. Such an approach would almost certainly benefit UK police forces and law enforcement organisations.

Protecting the UK

The revised CONTEST Strategy highlights the Government will take a wider focus on strengthening protective security for power stations and sites involving hazardous materials. Furthermore, high quality advice on protective security will be given to those responsible for crowded places. However, more must be done to protect iconic institutions around London and Great Britain.

Only 11 out of 52 police forces are to be involved in the final 10

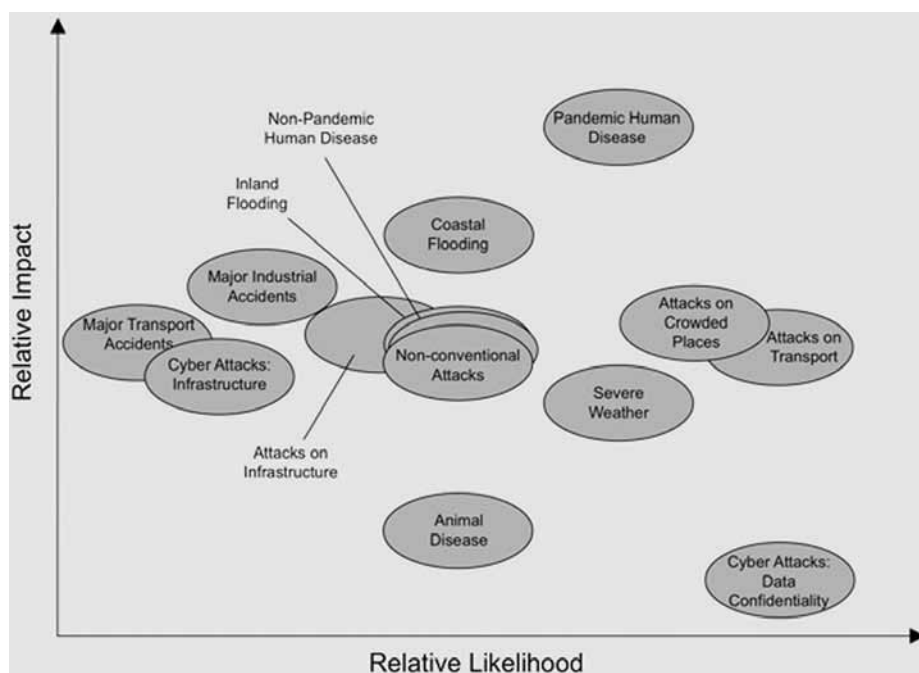


Figure 2: Amended Version of the Cabinet Office's Impact/Likelihood Chart

Olympic security exercises that are due to be held prior to the Opening Ceremony. Given the eyes of the world will be on the whole of the UK (Olympic sites are not just within the city limits of London), it must not be assumed that terrorists will only target the venue areas themselves.

Terrorists may be deterred by the idea of striking highly secure Olympic sites and may opt for softer targets in less prominent locations, such as the (still crowded) centres of towns of around 20,000 to 50,000 residents, beyond counties hosting Olympic events. Should such an attack occur far away from Olympic venues, their impact would be as high, and due to high levels of security at the Olympic sites, the likelihood of such an attack is possibly greater.

London 2012 Olympic Games and Civil Disorder

A month after the August 2011 England riots, Home Secretary Theresa May highlighted the possibility that criminal gangs, particularly those based in the East End of London, will take advantage of the Olympic Games.

Even if no significant incident occurs, the sheer extent of the

operation to protect the whole UK (including 'normal business' policing in areas away from Olympic venues), will be a considerable challenge for law enforcement agencies and the intelligence community.

During the England riots, which took place over five nights, the number of sites that required a police presence was on a par with the number of venues during the 2012 Olympic Games. Chris Allison, National Olympic Security Coordinator, suggested that if the level of disorder of the third night of the England Riots occurred during the 2012 Olympic Games with planned levels of resources, the authorities "wouldn't be able to cope".

It is currently envisaged that approximately 12,000 officers will be deployed nationally on peak days of the 2012 Olympic Games, including 9,000 in London alone. These figures are in addition to the number of officers continuing their day-to-day policing activity which ranges from 3,000 to 5,000. Taking the London figures at face value alone, the highest number of those available during peak days of the 2012 Olympic Games (a maximum total of 14,000 officers) will fall short to quell any potential disorder by at least 2,000 officers (from



Tottenham ruins on the third day of the riots

the 16,000 made available during the third night of the August 2011 England riots).

If an incident, such as the England riots, does occur during the Olympic Games, the police would have tremendous difficulty in coping in its current state of preparedness. However, a terrorist attack anywhere in the UK any time from July until September 2012 will inevitably be assessed by the world's media to be an attack specifically aimed at the Olympic and Paralympic Games. Moreover, the media will be more sensitive to such attacks than usual, as they themselves report on the media's perception of the 'mood' of a given event. For example, the accidental death of a single athlete on the morning of the Opening Ceremony of the Vancouver 2010 Winter Olympic Games was reported by the world's media to have "overshadowed" the Opening Ceremony itself.

In particular, the greatest challenges would involve policing less secure venues over large areas, notably events such as the marathon and cycle race. The latter will be perhaps the most difficult of all to police, as the participating cyclists will progress through up to 250 km of roads, including urban streets (such as through Kingston-Upon-Thames) and rural hills (such as those around the Mole Valley, deep within the Surrey countryside).

though social media (particularly Twitter and BlackBerry Messenger) was utilised by hundreds of individuals who planned and participated in the riots, the police still failed to identify this and were therefore unable to take appropriate and timely action. Subsequently, the police were completely overwhelmed for several days and forced to watch destruction.

Now is the singular opportunity to implement changes and improvements before the Opening Ceremony of the 2012 Olympics, as these Games will require the largest British security operation



Conclusion

The August 2011 England riots demonstrated the significant room for improvement for British police forces, before Summer 2012. Even

since the Second World War. The UK riots of August of 2011 and the 22/7 attacks in Norway have demonstrated that law enforcement tactics need to be constantly reviewed and optimised.

Author Bio

SIRS Consultancy is a UK-based specialist intelligence, security and geo-political risk consultancy. Members of their management team have worked in senior roles across many diverse industries and also have significant academic experience. They are due to publish a report highlighting the main threats, security risks and potential responses for law enforcement agencies and the intelligence community, in the run up to the London 2012 Olympic and Paralympic Games. For further information - contact info@sirsconsultancy.com

TEMPORARY MORTUARY AND/OR BODY STORAGE: SHARING LESSONS IN GOOD PRACTICE

A Presentation to INTERPOL, Disaster Victim Identification Select Committee

IN MARCH 2010, Community Resilience UK (CRUK) presented a conference in London entitled *Mass Fatalities: Compliance and Guidance*. This event examined updated minimum legal requirements and the latest development recommendations for managing mass fatalities through the establishment of a temporary mortuary or body storage facility. It was the first event of its kind, followed by a further event in November which looked at some of the more practical aspects of the issue.

Both conferences collected key practitioners in their field to share good practice concepts with all stakeholders. They outlined the reasons why a temporary mortuary and/or body storage facility could be needed and also examined the expectations and requirements of those who would work within them.

The conference in November, which, as previously mentioned, looked at the practical aspects of temporary mortuary and/or body storage provision, highlighted the potential challenges of using a temporary structure as opposed to a permanently sited building. A waterlogged and muddy field, or indeed one under a depth of snow, would provide a considerable challenge for the erection of a temporary structure.

Initial feedback from delegates, and we are pleased to say speakers too, indicated that our objective of sharing good practice in support of all those interested was achieved.

The story however doesn't end there. Many readers of this article will be aware that CRUK can potentially make available premises that could possibly be used as a temporary mortuary and/or body store. In planning the use of such a facility an awareness of new technologies is fundamental to success, as is business continuity planning (never rely on just one site!) and a greater appreciation and understanding of

the "humanitarian aspect".

In June of this year I was invited, as a representative of CRUK, to INTERPOL Headquarters in Lyon in order to address delegates at the INTERPOL Disaster Victim Identification (DVI) Select Committee conference on UK-based temporary mortuary and body storage provisions. The invitation came from Olaf Worbs at the DVI Unit of the INTERPOL General Secretariat, at the suggestion of Graham Sunderland formerly the Strategic Director at UK DVI.

I addressed the disadvantages around temporary structures and the necessity to be prepared for that major disaster we're all hoping never happens. I referred to the 2004 Madrid terrorist train bombings. More than 170 bodies recovered from the incident scene were taken to the Madrid Exhibition Centre. Acknowledging that, at the time, it was probably the only option available, what lessons were learnt from that incident? With preparation and planning a more suitable location could have been found.

The premises activated as a temporary mortuary and/or body storage facility must allow for the needs of those working, not just for the equipment they are likely to bring with them. Utility supply and electronic communications are essential. To illustrate this necessity with an example, the disposal of liquid waste should not be through the main sewer so the appropriate agencies should be consulted regarding on-site waste management.

Ease of site access should be of prime consideration, as well as proximity to neighbouring properties; not just homes, but schools and other public areas. A well-planned and well-positioned site may also make restoring it to normality much easier once the crisis has passed.

I also reminded delegates of the possible need to isolate a contaminated facility, one of the important findings of the 2010 conferences. In conjunction with this theme my presentation also highlighted the need for full site security. Not only should a site be secure against unauthorised physical intrusion but also that of camera and video.

Paramount is the expectations and needs of victims' relatives, something I and many others felt strongly should be always considered.

Having the right sized temporary facility could be a challenge. Who knows the scale of the disaster you've yet to face? As was recently said to me 'when you've seen one disaster, you've seen one disaster', and so, being prepared for eventualities unseen, not experienced nor tested, should be top of the agenda. A site that is a permanent structure but which allows for temporary structure additions, both in and externally, could be a viable solution. This would allow the site to be adjusted and adapted to suit what is needed. It should also allow, if possible, for all the victims to be held in one secure place which would be beneficial to DVI officers and others.

• CRUK will refund 50% of the cost of membership of the Emergency Planning Society to public sector employers if their organisation is a client of Community Resilience.



Geoff Gubb is a Consultant to Community Resilience UK (CRUK) and had previously managed Blueprint, the predecessor of

Resilience, for the Emergency Planning Society. You can contact Geoff by e-mailing: geoff.gubb@communityresilience.cc or by calling 07840 274 788.

THE STORY OF DISASTER ACTION

Part I

By Anne Eyre anne.eyre@traumatraining.com



IF COMMUNITY refers to a group of people with shared interests and resilience reflects strength in numbers, then Disaster Action is surely an excellent example of community resilience. To mark the 20th anniversary of this exceptional organisation, Resilience magazine is serialising the rise, development and contribution of this small but influential charity.

In the first of four instalments, the background and origins of the organisation are reviewed in the historical context of those disasters and their (mis)management which inspired its foundation.

Disaster Action was founded in 1991 by survivors and bereaved people from UK and overseas disasters. As of 2011, our members have personal experience of 25 disasters — rail, air and maritime, as well as natural disasters and terrorist attacks.

Sharing that individual experience has created our collective voice.

The 'Decade of Disaster'

The 1980s is remembered for many things - the shooting of Pope John Paul II, Margaret Thatcher as British Prime Minister, the fatwa issued against Salman Rushdie...

For some of us it is also remembered as 'the decade of disaster'. Certain names and places can still today conjure up images of death and destruction: Zeebrugge, Lockerbie, Hillsborough, the Marchioness....

A spate of disasters occurred between 1985 and 1989, each involving mass fatalities and injuries, and all within relatively quick succession. At one point it seemed like each time the television news came on there would be

another report of a sudden major tragedy; and indeed each incident received much media coverage and interest, at least in the first few days and weeks. In the case of the Bradford fire and Hillsborough stadium crush they were even filmed as they unfolded live on our screens on a Saturday afternoon.

Further major incidents followed in the following decades - including train crashes at Paddington, Hatfield and Potters Bar, terrorist attacks in Bali, New York, and London, and episodes of major fire and flooding.

The fact these tragic events involved ordinary (often young) people doing everyday things - travelling on public transport, going to a football match, doing a day's work, taking a holiday - heightened the national sense of shock and mourning.

It also brought home to people, in the broader community, their own sense of mortality - *'it could have been me'*. Those for whom it was - their experiences as survivors and their loved ones - have unique personal stories to tell and common experiences to share, not only with each other but with all those interested in understanding the impact and consequences of these events on ordinary human beings.

The coming together of support groups

In the aftermath of their individual experiences, many bereaved people and survivors felt the need to meet, talk and share with others similarly affected. For many there was the additional solidarity and support provided by others facing similar challenges thrown up by the management, or rather mismanagement, of their particular disaster. Examples of disaster support groups forming at this time included the Herald Families Association, UK Families Flight 103, the Air Safety Action Group (after the Manchester airport fire), Piper Alpha Families and Survivors Association, The King's Cross Families Group, the Hillsborough Family Support Group and the Marchioness Action Group.

Emergency planning, emergency procedures and humanitarian assistance as we know them today

were very much in their infancy. Just emerging from the era of civil defence, these were the years before today's more informed understanding of the impact of traumatic grief and bereavement and before notions of human rights, family liaison and a 'victim-focussed' approach were to influence ways of working.

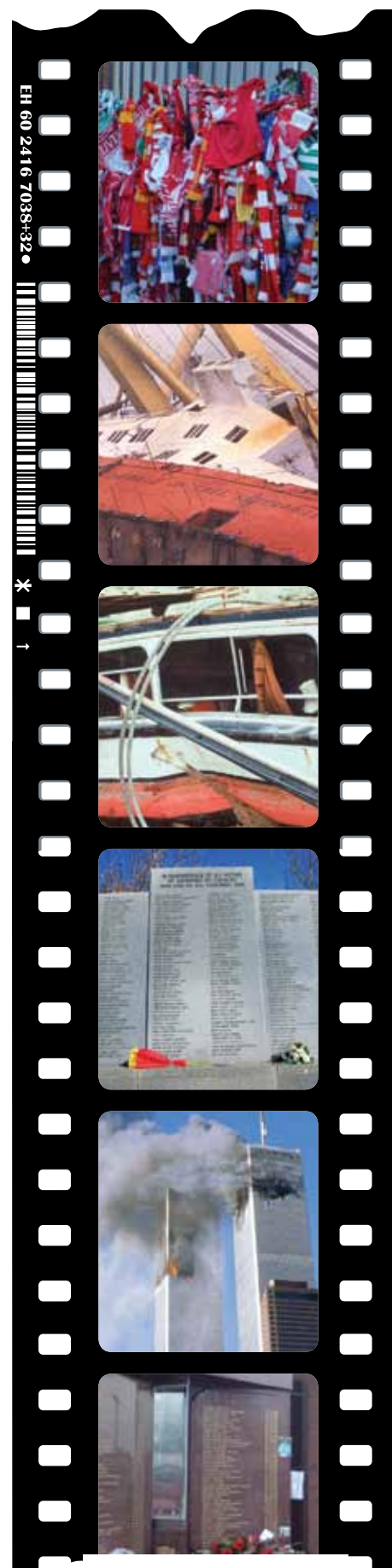
These disasters happened at a time when organisational cultures within, for example, police and coroners' services were not about sharing information with families after mass fatality incidents. As McGarry points out (2011:5), this was not necessarily for malicious reasons but often based on the misplaced idea that families did not want or need information and police and others were acting in their best interests by keeping distressing material away from them.

For those directly affected as bereaved people and survivors therefore, working collectively was often the most effective way of seeking information and answers to common questions about what had happened, why and what could, should and would happen next. In the days before mobile phones, the internet and other forms of mass communication, coming together for physical meetings and to form self-help support groups and action groups provided a natural focus for all of this and countered the frustration of those who found themselves feeling isolated and disempowered by the lack of either information or access to the authorities for answers. Moreover support group meetings enabled members to look back at what had occurred and in many cases to look forward in terms of dealing with the complex procedures associated with seeking help, compensation, justice and accountability.

The origins of Disaster Action

Representatives from these groups, as well as individual survivors and bereaved people, went on to form and join Disaster Action. This umbrella group would become the platform for addressing the

*McGarry D and Smith K (2011) Police Family Liaison, Oxford University Press, Oxford



common issues and concerns beyond individual support and action groups such as changing the law on corporate accountability, campaigning for better safety cultures and corporate responsibility and improving the manner and effectiveness of support for future families affected by disaster.

The origins of Disaster Action are to be found in the personal experiences of individuals. The common concerns that emerged from those individual experiences of events such as those summarised below were what drew and kept its members together. In short, their call to action was driven by their shared imperative to achieve three objectives: accountability, support and prevention. Based on their 1991 launch document, the following examples illustrate the organisations' founding concerns at that time.

Disaster Action emerges: For accountability, support and prevention

"As we go about our daily life, we never stop to think that we're actually putting it in the hands of others.

We assume planes are airworthy.

We take it for granted that rail signalling equipment is properly maintained.

We expect staff to be trained in live evacuation procedures.

We can't imagine how profit motives could come before public safety.

Disaster Action is a charity formed by a group of people who thought that way too. Until we felt the pain of losing loved ones, in disasters.

Our committee is made up of individuals and representatives from all the family groups set up after recent tragedies.

As an umbrella group for these grass roots' organisations, we're well aware of the dreadful common thread running through these disasters.

They weren't Acts of God.

They needn't have happened

Preventing future disasters is the main aim of Disaster Action.

We don't want anyone else to go through what we've been through."

(Disaster Action, Information Pamphlet, 1991)

Although Disaster Action emerged from the disasters of the 1980s, its founding principles calling for accountability, support and disaster prevention are just as relevant today.

■ The next instalments in this series will describe the development and evolution of this unique charity and examine the ways in which its contribution to emergency management has been sustained, evolved and continued up to the present day

■ For more information about Disaster Action visit: www.disasteraction.org.uk

Disaster Action would be interested in any feedback on their story and suggestions for future funding. Please email: pameladix@disasteraction.org.uk

Author Profile

Dr Anne Eyre is Vice-Chair of Disaster Action. She is also an independent consultant specialising in humanitarian aspects of emergency management.

Call to Action 1991: A Review of Concerns

Zeebrugge. March 6th, 1987: The cross-channel ferry, The Herald of Free Enterprise, capsized as it left Zeebrugge harbour. 193 passengers and crew died. The ferry had put to sea with its car deck doors wide open. However, the reason so many died is that the ferry capsized and sank in just 90 seconds.

Disaster Action (DA) is astonished when the charge of manslaughter against Townsend Thoresen, its principal directors, the captain and members of the crew was thrown out of court. This followed a public inquiry that unambiguously condemned the company as "infected from top to bottom with the disease of sloppiness". DA determined to lobby for the law to be changed, to provide a legal framework in which failure to ensure reasonable safety measures would become a serious criminal offence.

King's Cross. November 18th, 1987: An escalator caught fire at King's Cross underground station. This developed into a violent flashover in the ticket hall. Some 31 people were killed, and a dozen seriously burnt. Sir Desmond Fennell's Inquiry revealed a management culture where it appeared that safety was the last consideration. Little or no cleaning of escalator areas allowed a layer of debris to catch fire. Sprinkler

systems didn't work. Exits were locked. Emergency procedures weren't followed due to poor staff training.

Disaster Action is incredulous that London Regional Transport and London Underground were never made answerable in any responsibility for the disaster. We believe that accountability at law should be established if safety is to be a top priority for large corporations. We condemn London Underground's cutbacks in staff and cleaning, and the continuing lack of proper emergency procedures. Nearly four years after King's Cross, only 8 recommendations out of 26 of the Fennell Report have been implemented*.

Lockerbie. December 21st, 1988: A terrorist bomb exploded in the luggage hold of a Pan Am jumbo jet 31,000 feet above Lockerbie, Scotland. All 259 passengers and crew died. 11 people in Lockerbie were also killed.

Where the appropriate authorities receive warnings of terrorist threats it should be obligatory to communicate such warnings to passengers as a matter of urgency, and afford them the opportunity of declining the flights, unless they are satisfied that adequate precautions have been taken.

Marchioness. August 20th, 1989: The Thames passenger launch, Marchioness, sank following a collision with the sand-dredger Bowbelle. 51 passengers drowned.

Disaster Action urges the Department of Transport to hasten the implementation of the 27 safety recommendations made in the Marine Accident Investigation Branch report, particularly as there have been previous incidents involving sand-dredgers and passenger vessels on the Thames. As failings in design and visibility were given as the fundamental cause of the disaster, we believe that it is complacent to allow a further 5 years for these recommendations to be carried out.

* In 2011 Sir Desmond Fennell expressed "Dismay, disappointment and despair" that his key recommendations to improve communications in tunnels and on platforms in his inquiry had still not been implemented, adding that it was an insult to those who died in the fire. (BBC News London (2011) '7/7 attacks inquest: King's Cross fire lesson 'ignored' 6 May 2011, <http://www.bbc.co.uk/news/uk-england-london-13312759>

SPOTLIGHT ON THE SYDNEY OPERA HOUSE FIRE SYSTEM

By James Argent, International Branch

Photo: James Morgan

WHY is our fire system so complex?

Since the Sydney Opera House was opened in 1973 fire protection has changed. And without causing offence it's easy to admit fire protection was not the original objective during construction.

Over time the building has kept up with technology, but it's somewhat a labyrinth of sprinklers, hydrants and detectors. Today 2,338 smoke detectors are fitted across our kitchens, workshops, plant rooms, offices and theatres. We even have detectors placed in ventilation systems, and of course, the organ loft.

Imagine all the visitors to the Sydney Opera House:

- 8.2 million for a photo and look around
- 1.2 million for a performance
- 365,000 for a guided tour

These are big numbers; however, it's actually the other users that trigger all the false alarms:

■ Actors

Very rarely do we find a styrofoam cup over a detector (for the nervous nicotine fix!), but alarms are actually triggered from the amounts of hairspray they use.

■ Production

It's the smoke haze that gives lighting its extra impact. The density of smoke haze is difficult to measure and smoke travels through opened doors, air conditioning ducts and all the little crannies you never thought existed.

■ Trades staff

Our huge maintenance schedule brings along extensive amounts of welding and drilling work that sends dust into the detectors.

So what are we doing?

NSW Fire Brigade charges \$750 per false alarm so our fire team is

actively trying to isolate various detectors via a Fire Graphics Panel.

■ Dressing rooms

We move detectors away from mirrors to avoid hairspray.

■ Industrial areas

We induct trades staff, issue hot work permits and subsequently isolate for such work.

■ Theatre areas

At the dress rehearsal we heavily isolate the threat then monitor which detections occur. We then communicate this for the proceeding performances.



Exciting Infrastructure

■ Kitchens

Our kitchens have what is referred to as an 'Ansul' system which dumps foam through sprinkler heads installed into the range hoods above stoves. These can deploy automatically or manually

■ Theatres

All our theatres have smoke compartmentalisation through the use of giant smoke curtains to protect the audience. Giant fans also provide smoke extraction and pressurisation through fresh air to maximise visibility; this removes smoke and enables a safe, more controlled evacuation. Our theatres also have emergency lighting.

Keeping warden training real
We have tailored our warden training to each warden role. Why? To keep it interesting, relevant and to ensure buy-in.

■ Security Staff

Warden task

Use EWIS, record evacuated zones and direct the brigade to the incident location.

All security received training on how to give verbal messages over the EWIS (Emergency Warning Intercommunication System). This is because we would evacuate in phases, with a tailored message that keeps the public calm. We might even 'in-vacuate'.

To keep skills current the weekly test message is no longer automated; responsibility is rotated so everyone is practiced at EWIS operation.

Furthermore, to reduce fear of EWIS during floor warden, training students make unannounced test calls to security. Why? Response is security's core business and we are humanising equipment that has previously been feared. (Note: the Duty Manager is informed if these calls are being made)

■ Kitchen Staff

Warden task

To ensure early containment of kitchen fires and importance of shut downs.

Kitchen staff previously had no knowledge of extinguishing tools at their disposal. Training was conducted in their kitchens - 'walk throughs' to physically identifying blankets, 'Ansel' switches and extinguishers.

We also taught the importance of shutting down cookers etc during the alert phase of a fire investigation.

■ Theatre ushers

Warden task

To get patrons out of seats and off site.

By far the hardest job for these people is communicating with the public, and we didn't want this point being forgotten. So it was back to acting school for those who didn't make the stage. Through the boring stuff we had ushers jumping up (in their red vests) yelling "follow me to the evacuation point". Even the most timid got out of their shell with encouragement to use hand gestures and repeat their message with confidence.

■ Office Wardens

Warden task

The protection of life and assets.

All our wardens, including those in the office, get hands-on with our fire simulator and training extinguishers. The digital panel illuminates and responds with our 'green laser' or 'water' training extinguishers.

We physically identify extinguishers, pull the pin, test squirt, assess exit and sweep the fire (digital simulator). Going one further, students then coordinated who raises the alarm, who evacuates others from the area and who attacks the fire.

We train about how to conduct a sweep of their offices, communicate if people are stranded or safely evacuated. We get these people hands on using, answering and talking on the WIP phones.

■ Stage Managers

Warden task

To prepare staff and performers,

stop the show and get the patrons moving.

Stage Managers are the conduit that co-ordinate lights, sound, performers and the curtain. If we are investigating an alarm they are contacted by the Chief Warden who asks that staff be informed about a possible evacuation. Until it's confirmed we do not disrupt our well-paying customers.

If the alarm is confirmed, the Chief Warden advises the Stage Manager to:

- Inform theatre staff
- Turn on the house lights
- Stop the performance
- Advise our patrons to follow the ushers.

Still Moving Forward

During our weekly test messages certain key tasks are being reinforced through physical simulation.

This year we will be conducting a near full-house evacuation drill. This will involve people from our performers, trades, retail, hospitality, offices and the emergency services. We are currently in the process of recruiting volunteers to form our audience and placing emergency preparedness on everyone's agenda.

- Although unable to comment on specific details, for further information please e-mail: James.Argent@SydneyOperaHouse.Com



James is the Business Continuity Manager for the Sydney Opera House. Half of his role is to ensure the emergency preparedness

and management of perhaps the world's busiest performance venue, while the other half is to prepare the different business streams to forge on during a catastrophic or disruptive incident.

Background photo: Sydney Opera House interior, Jack Atley



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Energise Your Knowledge is the new brand name for The Emergency Planning Society's series of webinars and events.

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webinar where you will be able to listen and learn automatically through your computer speakers or headphones.

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The webinars will offer resilience professionals from around the world the opportunity to participate – webinars will incorporate specialists

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Webinars will immediately be introduced into the series should the situation arise when either a new government initiative is launched or a major incident occurs.

What is the cost of the webinars?

Webinars are FREE for EPS members to participate in. They will now be included within the package of benefits that you will receive for your membership fee.

The cost of participation for non EPS members is £40 + vat per webinar.

Webinar Schedule

December 14, 2011

Cyberspace: The Culture of Yes - Presented By: Edward P. Gibson, CISSP FBCS, Director, PricewaterhouseCoopers' Forensic Services Group, Washington DC.

January 19, 2012

Olympic theme. Speaker to be confirmed. Access www.epswebinarsandevents.co.uk for updated speaker details.

February 23, 2012

EPS Board update.

Details of webinars from March 2012 onwards will be published in the New Year.

To book your place on the webinars, please visit the Society's website www.the-eps.org and follow the links.

CYBERSPACE: THE CULTURE OF YES

Wednesday, December 14, 2011

1500 to 1600 (GMT)

Edward Gibson will take you through a high level overview of emerging and persistent Cyber threats, threatening all UK businesses.

Presented By: **Edward P. Gibson, CISSP FBCS**
Director, PricewaterhouseCoopers' Forensic Services Group

What will you learn?

- Cyber Fact or Fiction: Insiders, nation states, organised criminals are targeting and stealing sensitive data, and your clients claim 'It won't happen to me'. What you need to know, now!
- Social Media and e-Espionage: Do your employees know what information is sensitive in your business? What you need to know, now!
- Who do you call when you receive the extortion e-mail? What you need to know, now!
- Cloud Computing - what is it? Is it for you? Why? Why not?
- Anonymous and Wikileaks - the new internet mafia and the culture of YES

Who should participate?

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INTERACTIVE EVENTS 2012

A high impact portfolio of events designed to offer you the opportunity to energise your industry knowledge in a relaxed, thought-provoking environment will be introduced during 2012. Events will immediately be introduced into the series as situations arise, whether this be the launch of a new government initiative or a major incident occurs. Events will also be introduced subject to demand. Details of events will be published in the New Year.



Belated congratulations to Essex County Council who jointly won the EPS Resilience Award for National Policy with Nottinghamshire County Council for their Schools Resilience Project, but were unable to attend the awards ceremony in July.

THE USE OF GEOGRAPHICAL INFORMATION SYSTEMS IN LOCAL AUTHORITIES

By Ian Skidmore, West Midlands branch

THERE are some systems for mapping on the market but these tend to be aimed at the emergency services and the location of appliances and resources at the incident location. Dudley Council had relied on hard copy maps for some years but following an approach to the council by Ordnance Survey to undertake a 'pod cast' about its use of mapping, the Contingency and Disaster Management Section was approached to take part. It had previously utilised the council's systems for some exercises; to locate possible locations for the National Emergency Mortuary Arrangements and to identify areas which could be used for additional burial space for pandemics, however, it had no data of its own entered onto the system.

It was decided to incorporate into the council's system all the authority's 80-plus rest centres with details of address, property phone number, reference numbers, general capacity, capacity for feeding, eating, sleeping and room locations for reception and administration. This information was then transferred from the existing paper rest centre records and which the information was readily available on the mapping system either in the emergency centre or on laptops from home or incident location.

Following a request to undertake a presentation to the Midlands Emergency Services Ordnance Survey User Group, a project to increase the use of the GMIS System by the section was undertaken. Over the last two years a project to develop a mapping

system, which could be used at the time of an emergency to ensure that information held by the council was readily available to assist all Category 1 Responders, has been put together.

The core aim was to develop a dynamic electronic mapping system to drive value out of existing data

Mapping is seen as an integral part of emergency planning. While written plans are the mainstay, the possibility of utilising mapping data and systems to advise on population and risk is seen to enhance response to incidents.

held by the council and partners. The system needed to provide a cost effective solution to mapping borough information to underpin the council's emergency planning function.

A bespoke Geographic Information System (GIS) would be created to provide a variety of spatial queries enabling identification of high-risk areas across the borough. Through the integration of a range of existing data from council services and our partners, the system would need to provide an automated analysis of who and what is likely to be affected, including vulnerable people, schools, care homes and types of building environments.

Features of the development were to include:

- Ability to inform the development of tailored response plans to emergencies and disasters in real time and for scenario planning
- Ability to reactively support changes in circumstances of the emergency as they unfold



Indication of land for proposed burial site

- Ability to operate from any mobile location
- Improving data use and sharing across partner agencies and the council
- Securing data storage and establishing an appropriate maintenance regime
- Providing outputs such as evacuation reports and mapping to council colleagues and partners.

The data required was controlled by other areas of the council and required permission to extract confidential data, such as information, from the electoral register and the location of vulnerable clients by social care departments.

The concept of being able to identify the vulnerable had always been uppermost in the needs of the Contingency and Disaster Management Team; in order to ensure evacuation of an affected area those vulnerable would need more assistance.

While the Cabinet Office had issued some advice, the guidance primarily focused on the principles of identifying and building relationships with bodies responsible for vulnerable people as it would be impossible to maintain a central up-to-date list of vulnerable people. So, lists of organisations and establishments are made, who can then be contacted in the event of an emergency.

The guidance considers vulnerable people as those *'that are less able to help themselves in the circumstances of an emergency'*.

However, most of this information was available within the council and it needed to convince the social care custodians of this data that it would be secure and only used in the event of such incidents.

GIS-MO for emergency and contingency planning is a bespoke web-based application developed in-house by GMIS specifically to meet these requirements and to provide the Contingency and Disaster Management Team at Dudley with a scalable GIS solution. The following key points from the



View showing CCTV coverage and camera locations

project are worth highlighting:

- The sensitive nature of restricted datasets dictated a higher level of security. The application needs to be password protected and users have to accept the rigid terms and conditions associated every time they log in
- A tailored user interface was required. Based upon the simplified look and feel of GIS-MO, all corporate datasets and functionality deemed superfluous for this particular emergency planning role was omitted.

The system needed to facilitate bespoke spatial enquiries against pre-set datasets and easy to follow reporting mechanisms (output capable of being passed to partner 'blue-light' organisations in the field). The functionality to quickly digitise the search / cordon areas using background mapping or imagery as a reference needed to be incorporated. These areas had to be either based upon a radial (centre point) or 'free form' cordon to meet the specific criteria of the incident in hand. Once captured, a spatial search can now be automatically run to determine the number of adults (based upon electoral register), children (based upon pupil records) and 'possibly vulnerable' people (based upon disabled clients data) which are likely to be affected.

Inclusion of partners' data (i.e. Environment Agency, Mobile Operators Assoc, CENTRO, South Staffs Water, etc) was a necessity. An ongoing number of additional datasets are being created to support the work of the Contingency and Disaster Management team.

Some datasets currently available within GIS-MO for Emergency & Contingency Planning.

Electoral

- Borough boundary
- Extracts from the Electoral Register enables the number of people in an affected area to be given
- Ward and councillor details for onward transmission of information
- Westminster constituencies for information to relevant MPs

Environment

- CCTV (public space/traffic/CENTRO) enables incidents to be watched if cameras are available, mapping gives area of view.
- Cooling towers are plotted for Legionella incidents
- Pipeline routes
- Flood plains
- Reservoir inundation zones

Highways

- Bus stops and routes allow diversions of services away from incidents
- DMBC public car parks give locations for those evacuating to park
- Street lighting allows knowledge of where SHERPA CCTV can be located

Land and property

- Key locations at risk – English Defence League demo, July 2010 (West Midlands Police)

Service facilities

- Civic amenities
- Day care centres
- Early years service providers
- Leisure facilities
- Medical services
- Mobile phone masts (Mobile Operators Assoc)
- Residential care homes
- Rest centres
- Schools
- Disabled clients
- Dialysis patients (Dudley NHS Trust)



Map showing evacuation area and individual property addresses

All the above allow an emergency scene to be monitored for these various integral emergency planning issues. The system can set an exclusion zone and give a print out of all streets within the area specified, an actual list of properties and a list of those persons within considered vulnerable for transmission to the police to commence evacuation within a few minutes.

The system can then be used to locate the nearest rest centres for evacuation.

Schools, during the day, can be identified so they can be informed to keep children at school as they may not be able to go home.

GIS-MO for emergency planning has already proven its worth during a number of exercises and live incidents such as in-house exercises including our annual multi-agency exercise, involving a fire in a building containing asbestos, meaning the plume had to be monitored for evacuation,

and the clean-up of the affected environment. As well as smaller in-house exercises where the number of people involved in an evacuation has been ascertained in order to plot which rest centres were needed and the numbers of evacuees they could take.

The English Defence League and Unite Against Fascism held two protests events in Dudley in April and August of this year. In both instances the mapping system was used in order to:

- Allow an exclusion zone for the emergency services to be determined inside which the fire and ambulance services were not allowed to commit resources without the prior approval of the Tactical Multi-Agency Group in order to prevent them being enticed into unsafe areas
- Identify those vulnerable in a zone around the protest sites who received care packages from the council so these clients were

seen before and after the protest times in order to safeguard staff. Also vulnerable clients and homes, within the areas, were contacted and advised of the events and their safety well before the day.

The system has been seen as groundbreaking by Ordnance Survey in the use of mapping for emergency planning purposes. This system, together with the ability to view four separate CCTV cameras via a web-link, has enhanced the council's response to any incident while allowing information to be passed to partner agencies.

Author Profile

Ian Skidmore was the Head of Contingency and Disaster Management for Dudley Metropolitan Council from December 2001 to April 2011. He can be contacted at: disaster.mgt@btinternet.com or on 01384 425573

RESEARCH METHODS SERIES: RESEARCH DISSEMINATION - AN ETHICAL ISSUE?

By Vivienne Brunsden

IF WE are to deepen our understandings of emergencies and disasters it is vital that researchers continue to their focus on these events and perhaps even expand that interest so that such research proliferates. Well thought out, considered research offers us opportunities to discover more about all aspects of the disaster cycle; enabling us to better plan for, respond, support and hopefully even prevent such events. However, emergencies and disaster situations are inevitably highly charged events which need sensitive consideration in terms of how best to approach and research these.

Over the next few articles in this research methods series there will be a considered focus on ethical issues in research. Central to this consideration will be the Emergency Planning Society's own very useful

guidance in this area.

Emergencies and disasters are events that offer the opportunity for rich data gathering and there is always significant interest in these events from academic researchers. However, academics tend to write for academic rather than practitioner journals meaning the findings may fail to reach those people who would most benefit from them and who would be able to implement changes informed by research. This is a serious issue for practitioners working in an area of utmost importance to society, and to the individuals within society when they are at their most vulnerable.

So why are academics reluctant to publish in the types of publication where they could perhaps do the most good? Largely this is because of pressures within higher

education in terms of the research assessments exercises imposed by the Government. Every so many years university departments need to submit evidence to demonstrate the quality of their research and their research standing; with funding allocated on the outcome of this assessment, as well as reputational standing being very much dependent on it. The evidence submitted by departments consists of lists of published papers, research funding, citation rates etc. For many disciplines the only papers that can be submitted have to have been published in peer reviewed journals; meaning publications such as magazines like Resilience carry no weight at all. This means, for academics, there will be no personal advantage to publishing anywhere other than peer reviewed academic journals. In addition they may come under significant pressures from

their university management and research coordinators not to waste time publishing in areas that do not benefit these research assessment submissions.

The next planned exercise, the Research Excellence Framework which will be happening in 2014, has attempted to address this problem by requiring submissions to include information such as impact statements and case studies, in order to demonstrate how research has had an actual impact and influence. This is a significant change from previous research exercises which focussed only on the publications themselves rather than any impact arising from them. However, the weighting given to impact is still minimal and unlikely to create any major change to academics' publishing outlet choices. The change has been the focus of great debate in the academic press with many academics railing against the change which they see as

constraining academic freedom and over benefiting applied disciplines at the costs of more theoretical disciplines. Those opponents to impact assessments can arguably be considered to have missed a vital point, however, that of researchers moral and ethical responsibility to society.

'Pure' research is largely funded by the Government, or by Europe, and therefore the tax payer. Other major funding sources include charities which are also funded by the state and by individuals within our wider society. Therefore it can be argued that as the ultimate funders of research our wider society should receive some benefit from the findings of that research. Keeping findings solely within the academic community fails to meet that responsibility to the funders and therefore transferring knowledge outside of the academy can be argued to be a moral issue. Academics who write only for academic journals and speak only at

academic conferences, while serving their own university's needs as well as their own CVs, could be argued to be failing society and even to be behaving unethically in their dissemination practices.

However, to be fair to academics most codes of ethical research practice (including that of the EPS) completely fail to mention research dissemination. The focus is instead, perhaps understandably, on protection from harm for both those researched and the researchers themselves. Is there a case for

revising codes to incorporate dissemination or are some issues better left implicit in order to prevent ethics codes becoming unwieldy documents which then inevitably become ignored? The fact that so few, if any, codes of ethical research practice consider dissemination at all suggests it is unlikely to feature much in these codes in the future. Whether or not this is a good thing is however highly debatable.

Further there are many other areas, beyond dissemination, that ethical research codes routinely fail to consider or acknowledge. This is particularly the case for innovative approaches or new technologies that offer challenges to the scope of existing codes; for instance the use of photography and film in research, or the use of the internet for gathering data. These concerns will be explored in future issues and it may be there is an opportunity for the EPS to lead the way in establishing good practice in these areas.



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Author Profile

Viv Brunsden is a Principal Lecturer in Psychology at Nottingham Trent University where she is also the Head of Emergency Services Research. Viv's personal research interests are currently focussed on violence towards emergency service personnel, wildfire prevention initiatives, and improving community safety. She also has a longstanding interest in humanitarian assistance in the response and recovery stages. She is an expert in both advanced quantitative and advanced qualitative approaches to research. She is a member of the EPS Education committee, and various committees at the British Psychological Society including the Ethics Committee. She is the Editor in Chief of the International Journal of Emergency Services (IJES) published by Emerald.

EMERGENCIES AND VOLUNTARY ORGANISATIONS

By Sandy Bhaptie, Scottish branch

RESPONDERS engaged in an emergency are always hugely impressed with the involvement of the voluntary organisations and, in particular, their enthusiasm and commitment. However, it is not only the voluntary organisations who attend directly at the scene of an emergency providing fantastic support that deserve praise, but also the many other voluntary organisations who work tirelessly in the background; many remaining involved with the community, until a return to normality is complete.

As we all know a return to normality can take many months or even years such as recent incidents involving flooding have shown. It has long been acknowledged that voluntary organisations remain committed throughout.

The assistance provided by the numerous voluntary organisations involved in emergencies/major incidents in the Lothian and Borders area has been crucial for achieving a swift resolution to many incidents and a return to normality, spanning many years. The work of these organisations is regularly praised, confirming a realisation that, on most occasions, without their help the response would not have been so successful.

However, it has been acknowledged for some time, within the Lothian and Borders Strategic Coordinating Group (L&B SCG), that the full capabilities of the voluntary organisations are not fully understood by all the responder agencies. As a result, concern has been raised that the responder agencies are not utilising the voluntary organisations to best effect and their full capabilities are not always maximised. Similarly, it has been acknowledged that, on occasions, responder agencies have asked and expected the voluntary organisations to complete actions they are not qualified to attempt showing ignorance of their limitations also exists.

The question of how best to promote voluntary organisations' capabilities and, of course, limitations, has frequently been discussed within the L&B SCG. In 2010 it was decided a seminar would be the best vehicle to highlight the voluntary organisations that are available to offer assistance in the Lothian and Borders area, their capabilities and limitations.

As a result, in October 2010, I submitted a funding request to the Scottish Government asking for assistance to run a seminar and explaining the aims, objectives and possible outcomes. The response was excellent, resulting in funding from the Scottish Government, a Scottish Government-venue (Victoria Quay) and the assistance of staff from the Scottish Resilience Development Service (ScoRDS).



The hard work then followed...

As is usual, I formed a planning team with representatives from the majority of Cat 1 responder agencies including voluntary organisations.

It was agreed the seminar should build on the existing strong relationships that existed between voluntary organisations and frontline emergency services in the Lothian and Borders area.

The aim and objectives were agreed as follows:

Aim

- To provide a mutual awareness of the various voluntary organisations that operates in the Lothian and Borders area.

Objectives

- Raise awareness of the capabilities of voluntary organisations and what limitations exist
- Encourage wider thinking about how each organisation and/or resource may be utilised to best effect
- Raise awareness on how voluntary agencies can work better together
- Provide an opportunity to network and build new relationships.

The planning team discussed the structure of the day at length. After much debate it was agreed the seating of delegates should be theatre style as opposed to a traditional table top formation as the seminar was not testing any specific plans or procedures, but passing on information gained from previous experience UK wide. Discussion would still be encouraged and expected!

The scenarios focussed on topical issues such as severe weather and allowed the voluntary organisations to relate to their previous experience.

I did have concerns that the responder agencies and voluntary organisations may not be totally 'joined up' regarding the seminar as phone calls and electronic messages are fine on a one-to-one basis but



do not allow for an understanding of everyone's involvement.

As a result, about two months prior to the seminar, I arranged a meeting for representatives of all the participating voluntary organisations. This proved to be crucial towards making the seminar a success as it gave me the opportunity to address the participants face-to-face and explain their role at the seminar, the aims /objectives and answer the many questions they had regarding their part.

The enthusiasm at this meeting highlighted why voluntary organisations are held with such high regard and it was obvious they were very keen to help make the day a success. This meeting confirmed the scenarios, agreed on case studies and took forward the many initiatives raised. The L&B Police Chief Constable, David Strang, opened the meeting by highlighting the importance that the L&B SCG placed on their involvement. Chief Constable Strang also opened the seminar itself.

I spent considerable time ensuring the correct voluntary organisations were invited as accidentally missing any particular organisation could lead to criticism and bad publicity - the very opposite of what the L&B SCG was hoping to achieve.

On the day itself more than 100 people were in attendance. Outside the main arena 15 exhibition stands were erected and immediately

outside the entrance to the venue six voluntary organisations' emergency response vehicles were parked, including a small boat!

Key speakers included Seymour Haugh, Borders Search and Rescue Unit, Jim Robertson and Rhona West, BRC, Jane Fairnie, Midlothian Council, Robert Scott, Mayfield and Eastfields Development Trust and Major Muriel McClenahan, the Salvation Army.

The theatre style seating proved very beneficial and produced a great deal of discussion that was managed well by the lead facilitator, Superintendent Lesley Clark. This allowed the day to progress as per the timetable. At the end of each scenario, after a tea break, delegates were asked to change their seat and this helped to promote and encourage further discussion with different reps from a multitude of agencies.

Outcomes from the day included:

- The aim and objectives were achieved!
- A better understanding of voluntary organisations' capabilities and limitations
- A better understanding of how the multi-agency response jigsaw fits together to incorporate voluntary organisations
- Development for the future, including a possible L&B SCG Voluntary Organisations Working Group

- The production of a live directory of voluntary organisations available to assist which includes their capabilities and any limitations
- Networking that will assist future responses.

Learning points gained from the planning of the seminar included:

- Use the Preparing Scotland exercise guidance document. It encourages a structure and is flexible to cover most events
- Create and maintain a Gantt chart from day one
- Host a high-profile meeting for representatives of all participating organisations. The enthusiasm of the voluntary organisations was evident, but a structure to the day was essential and agreed at this meeting as were the key speakers. The involvement of the L&B Chief Constable Strang highlighted the strategic importance of the seminar
- Theatre style seating has advantages if managed correctly; asking delegates to change their seats regularly worked well and discussion followed, however, it would possibly not work if the delegates did not know each other and/or had no previous experience of emergency planning
- Delegate certain roles on the actual day as it is impossible for one person to control the parking of emergency vehicles, liaise with the reps covering the exhibition stands, the events in the main hall including key speakers and overseeing the catering
- Include recovery! Too many exercises finish once the response phase is over. The afternoon was dedicated to the recovery phase, both short and long term, allowing for the involvement of voluntary organisations who deal with ongoing welfare and psychological issues
- Pre-plan a structured debrief so participants can get the date in their diaries early.

Voluntary Organisations involved included:

British Red Cross
Borders Search and Rescue Unit
Tweed Valley Mountain Rescue Team
Scottish Cave Rescue
Search and Rescue Dog Association
Borders Underwater Search Team
Royal National Lifeboat Institution
Radio Amateurs Emergency Network (RAYNET)
Salvation Army
The Samaritans
CRUSE Bereavement Care
NHS Voluntary Services
Scottish SPCA
Skywatch Civil Air Patrol
Lothian 4x4 Response
WRVS

A clear message from the day was to involve the voluntary organisations in the preparation phase, learn their capabilities and limitations and use them as they have been trained to act.

Lothian and Borders Police Chief Constable David Strang, Chair of the Lothian and Borders Strategic Coordinating Group, said: "Emergency situations, including the recent severe weather, have highlighted the many benefits and support voluntary organisations can provide.

"Last winter, during the severe weather, voluntary organisations were invaluable in assisting the responding agencies in areas such as utilising 4x4 vehicles, contacting vulnerable people and caring for those worst affected by the continuing poor conditions.

"I am delighted the Lothian and Borders Strategic Coordinating Group organised this event as it provided me with the opportunity to show the SCG's gratitude and continuing support."



Author Profile

Sandy retired from Lothian and Borders Police as an Inspector in July 2009, having completed over 30 years of service.

During his service, for more than 10 years, he was involved in Counter Terrorist and Missing Person Search, including three years in Chatham, Kent, working with the Royal Engineers, teaching police officers from all over the UK these skills. Sandy also visited the Gaza Strip to complete similar training courses.

As a Sergeant, between 1993 and 1996, Sandy assisted L&B Police in the fast transition from Civil Defence to emergency planning that all responder agencies required were to do. In 2007, Sandy returned to emergency planning and used his previous experience to run the L&B Police Emergency Planning Unit.

Sandy commenced his current role, L&B SCG Training and Exercise Programme Manager, in August 2009. He has recently assisted ScoRDS with the launch of NexIS and introduced Structured Debriefing for the benefit of the L&B's SCG.

During the severe weather in early 2010 and then again (everyone said it wouldn't happen again for a long time!) in late 2010, Sandy acted as the coordinator for the L&B SCG, dealing with the many actions and enquiries that resulted.

Sandy is currently half way through the new Scottish Professional Development Award in Resilience Management.

BEYOND VISUALISATION: INTELLIGENT CITY PLANNING AND MANAGEMENT

By Tracey Stone, Autodesk

3D VISUALISATION models have a variety of applications in geography and urban studies: site location analysis, emergency facilities planning, design review, marketing, etc. While they are generally used to simply visualise the built environment, there are early signs of them being used as 3D interfaces to more sophisticated simulation models, for example, in the simulation of emergency response at the 2012 Olympics and security operations at football matches. A pressing problem facing many city simulations is their general inability to engage the vast majority of their users and the people whose lives they influence in a meaningful and intuitive fashion.

In recent years, significant advances have been made in the development of intelligent 3D models of the built environment. Technology exists today that enables us to render visually stunning and richly detailed simulations of city environments in a manner that renders an ease of interaction and understanding that is not currently present in many simulation models. Furthermore, the addition of a third dimension to our knowledge base of city systems greatly enriches the simulation capacity of predictive models. The use of intelligent building information models (BIM) and geographic information (GI) offers much greater potential in support of city planning analysis and management applications.

3D city models today

Visual images and fly-through simulations of cities in 3D environments which are comprised of basic terrain models and block buildings have become commonplace. Tools such as Google SketchUp and the widespread application of web-based mapping have greatly demystified the generation and visualisation of 3D data.

At a more professional level, a number of municipalities across Europe have commissioned local surveys to develop urban 3D models for the primary functions of city marketing and engaging citizens in planning decisions. UK examples include Sandwell Metropolitan Borough Council and Glasgow City Council and active Digital Cities projects are also taking place in a number of cities across Europe such as Salzburg in Austria.

The models are generally generated as a result of one-off investment projects rather than being maintained through sustained programmes that underpin a range of projects on an on-going basis. As a result they tend to represent 'snapshots' in time and become rapidly out of date or become superseded by another, more attractive rendered image. With the emphasis on visualisation and aesthetic appeal, they lack:

- The capacity to be maintained to



Salzburg

reflect real-world change

- Consistent conformance to survey standards
- Attribution and metadata which would allow the execution of geographic queries and / or derivation of statistics
- Interoperability with other relevant geographic information and / or more detailed building information models – the ability to 'zoom in' to the model and explore more detailed information is normally restricted.

Digital Cities

In order to develop these ideas further and to provide a demonstration platform built on data familiar and widely accessible in the UK, Autodesk and Ordnance Survey worked together to develop an intelligent 3D model of the City of Liverpool. At its heart is the development of a prototype to integrate BIM and GI datasets and software tools with serious gaming technologies in order to simulate city planning and management operations (SAG). The model is intended to act as a focal point for discussion and debate and to enable the development of use cases and a specification for 3D data and tools in the UK.

Large scale Ordnance Survey data



3D city model

combined with building heights were generated photogrammetrically and combined with aerial imagery and some detailed building models built with 3DS Max or Revit for example and modelled within Infrastructure Modeller (formerly LandXplorer).

Emergency access scenario

For the purpose of this exercise we considered the scenario of a managing a concert in a large venue in Liverpool. A concert of this type requires careful and specific planning and preparation relating to:

- The layout of the concert venue, its infrastructure and the surrounding area
- The location and flow of people within and around the concert venue

A great deal of planning is required to ensure visitors, the structure and surrounding infrastructure will be safe both during and after the event and if a security or emergency incident were to occur, to ensure that everyone can be evacuated in a timely and safe manner.

If we take a look at a BIM we can clearly establish the location of the exits and stairways both visually and additionally in other media and formats, such as a report or XML file. This is a quick, accurate and very efficient way of interrogating data about the concert venue in a meaningful way. A BIM contains a wealth of information about the building, ranging from materials used in construction to the precise measurements of features in the finished design and is therefore the most reliable and efficient way to interrogate information about city infrastructure at a highly detailed level.

Typical queries relating to a large civic building which is being used as a concert venue may include:

- Which exits are available? Are any of these exits unsuitable to people with disabilities?
- What are the routes to direct people to the exits? What are the implications of power failure to lifts, lighting etc?



Concert hall layout

- What is the overall throughput capacity of the stairways and exits?
- Where should people congregate once they are clear of the building?

Planning for a concert and for emergency evacuation scenarios requires the consideration of geographic factors outside the building itself. These may include:

- The impact of sound radiation and how that might affect the surrounding community so that we know what type of prior notifications or approvals might be needed
- The location and height of surrounding buildings, and their potential exposure to fire or radiation risk

Running scenarios in a gaming environment

So we now have our city, our building, our event and our plan but will it work? What better way to evaluate how good your emergency plans are than to play them out virtually through the use of serious gaming tools?

Serious gaming has been in use for many years, for example by the Ministry of Defence. It is a safe and effective way of virtually enacting scenarios as they may happen in real life and evaluating responses to such events. This technology has evolved considerably of late and continues to do so very rapidly. The graphics being rendered in serious gaming environments look almost real but the underlying use of artificial intelligence (AI) is extremely relevant to real-life scenarios that could affect everyone.

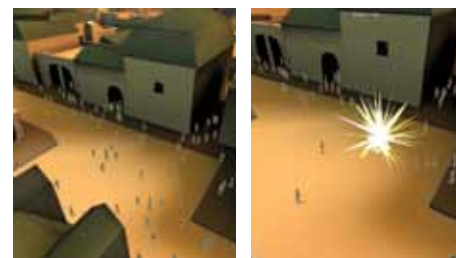
We know our land and cityscape, we

know our terrain and infrastructure and thanks to the use of BIM we know our building. By using gaming technology we can build up a series of “real” scenarios that we can act out virtually to ensure that our plans will work if an incident should occur.

We can take our BIM, put our people within it, determine their age and abilities and using AI, create a hypothetical incident and see how different people will react, how quickly can they exit the building, which exits will be under pressure and which under utilised. Above all, they can help ensure that we have several disaster plans that will work in numerous potential instances.

We can also take into account the wider implications such as:

- Emergency services access
- Other buildings that might be affected
- Impact on other services such as power and water in the city and beyond (in the event of a hazard such as a chemical leak)



Running a scenario

Furthermore, we can use gaming technology to simulate the evacuation from the building to places of safety further afield using either public or dedicated means of transport.

Autodesk would like to further expand on their work in this area over the coming months to engage with the user community and further understand the precise needs and requirements of users with the aim of being in a position to help with the joining up of CAD, GI and BIM information, build further practical use cases and business cases for these solutions and start enabling use of these tools as common practice.

FUNCTIONING FOR THE FUTURE

THE ROLE OF THE HUMAN ASPECTS GROUP

ENSURING the human impact of any emergency or major incident is a priority among the emergency response and resilience community is the fundamental role of the Emergency Planning Society's Human Aspects Group (HAG).

Since its formation in 1995, the group has played a significant part in identifying the needs of individuals affected by emergencies and disasters and improving the response in this area.

But these are testing times for the group and all those involved in humanitarian assistance and, in a bid to tackle the challenges ahead, the group has reaffirmed its aim and objectives and is re-focusing its energies under new leadership.

New members with credibility and experience in the field have been brought in to supplement the existing skills and expertise of the core membership and a new chair has been elected in the shape of Mick Free, a former senior Metropolitan Police officer who has been at the forefront of the UK's humanitarian assistance focus. Moya Wood-Heath remains, in the short term, vice-chair.

The perceived threat to, and resilience of, arrangements in the UK are subject to constant review and change. This is evidenced by the Civil Contingencies Act (CCA) Enhancement Programme, regional restructuring, publication of revised National Security Strategy and the current review of the UK Capabilities Programme.

The Department for Culture, Media and Sport (DCMS) has been the lead Government department for humanitarian assistance since its inclusion in the Capabilities Programme in 2006.

The Humanitarian Assistance Unit

within DCMS has played a key role in recent years in leading and co-ordinating humanitarian assistance resilience arrangements across Government departments and the wider resilience sector, but changes to the Capabilities Programme will lead to this work-strand devolving into other work areas as 'core business'. It means there will not be a lead Government department for humanitarian assistance nor a specific capability work-strand.

The Big Society and localism agendas are also influencing work in this area, with the focus for authorities to work with communities to motivate and sustain self-resilience, so moving away from the perception of reliance on the state in the event of emergency. Add to that the Government's austerity measures and their impact on the public sector and it is clear the future is acutely challenging.

The demise of the role of DCMS and the changes to the Government's Capability Programme has therefore brought the role of HAG into sharper focus.

This is emphasised by the new role for HAG in relation to the quality control of humanitarian assistance-related documents that are starting to be published through the Emergency Planning Society's (EPS) 'Share Point'. No other official group in the UK has such a central role in co-ordinating this area of resilience work and setting national standards, and as such, HAG has become the focal point for all aspects relating to humanitarian assistance and resilience planning.

From being a commentary and advisory group on the sidelines of UK strategic development in this area, HAG has now moved centre stage.

HAG - overall aim

To ensure humanitarian assistance is a priority in the emergency planning, response, recovery and resilience arrangements within the UK

Objectives

- To facilitate a co-ordinated approach to humanitarian assistance among the emergency response and resilience community
- Ensure clarity in the role and responsibilities of those organisations with a position in the humanitarian response to an emergency
- Work with the Emergency Planning College and other appropriate training organisations to develop and facilitate the most appropriate training related to the humanitarian aspects of an emergency
- Support the development and publication (through EPS Share Point) of the most up-to-date, relevant guidance on humanitarian assistance and community resilience, which considers the short, medium and longer term impact of emergencies on people
- To represent the EPS regarding good practice when responding to the human aspects of major emergencies
- To report to the EPS via the Professional Working Group, regarding human aspects

Mick Free – Chair of HAG

As the new Chair of HAG, Mick Free aims to steer members and the EPS through the constant review and change surrounding humanitarian assistance.

Mick is well-known in the emergency planning world and his wealth of experience brings a renewed focus to the group's aim of ensuring that humanitarian assistance is at the heart of the emergency planning, response, recovery and resilience arrangements in the UK.

He has more than 30 years' service in the Metropolitan Police Service, from where he retired in June 2009. His first foray into emergency handling was in 1996 when he was posted to New Scotland Yard's Emergency Procedures Unit, later becoming the National Emergency Co-ordinator for ACPO from 2000 to his retirement.

He has been involved in the operational response to major incidents and emergencies including the Ladbroke Grove rail crash 2009, the national fuel crisis the following year, Great Heck (Selby) rail crash, Biggin Hill air crash and the World Trade Centre attacks 2001, the Indian Ocean tsunami 2004, the London bombings 2005, the Bahrain boat disaster 2006, the Phuket air crash 2007, the Chinese earthquake and Mumbai terrorist attacks 2008 and the Air France crash into the Atlantic 2009.

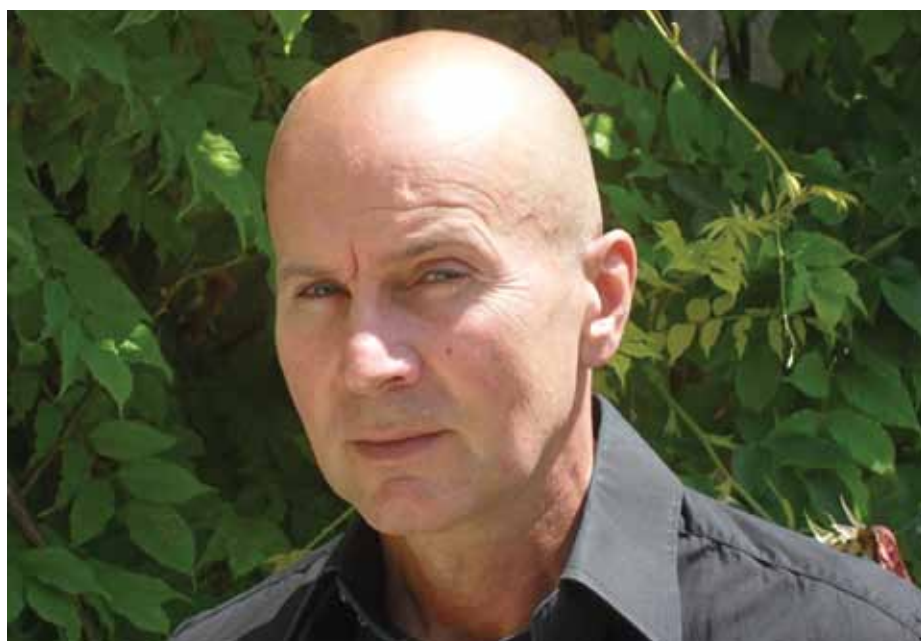
He has singly or co-authored several core humanitarian assistance documents on behalf of police and Government and also helped develop Interpol strategy documents on family assistance and identification of terrorism victims.

Mick has also been involved in major incidents/crisis training since 1997 and is currently an associated tutor with the National Policing Improvement Agency; he is the lead on humanitarian assistance training at the Emergency Planning College and the National Fire Service College.

During his career he has been commended at chief officer level six times including for his response to the 2005 London bombings, and by the president of ACPO for his outstanding contribution to ACPO emergency procedures.

He was awarded the Queen's Police Medal in the 2009 New Year's Honours. One of his first public roles as chair of HAG was addressing the Voluntary Sector Civil Protection Forum in October.

Contact Mick Free on **07787 151 785**
or e-mail: **mick.free@mickfreeemergencyplanning.co.uk**



HAG membership make-up

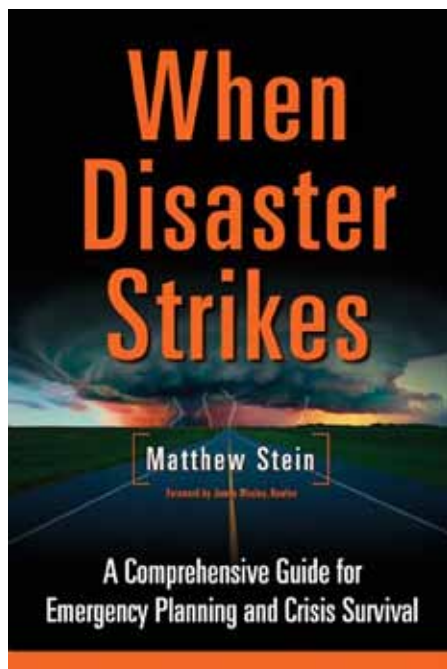
Membership of HAG is drawn from a wide spectrum of those involved in the humanitarian assistance field.

As well as the expertise offered by the chair Mick Free, HAG experience and skills also include:

- Emergency planning and civil protection advice from the voluntary sector
- Representation from the National Policing Improvement Agency with particular focus on police family liaison
- Sociological expertise in stress, trauma and disaster management
- Foundation health trust social care skills in managing major incidents
- Local authority representation in adult social care, welfare emergency planning, resilience and business continuity
- Charity focus on the bereaved, survivors and veterans afflicted by conflict and terrorism
- Journalistic experience in disaster management reporting
- Corporate experience in dealing with victims of high-profile transport accidents
- Academic focus on mass fatalities, pandemics and emergency management.

'PREP FOR TOMORROW, BUT LIVE FOR TODAY'

By Sarah Cruddas, studying for a PhD in Psychology at Nottingham Trent University.



When Disaster Strikes is a comprehensive, straight forward guide to survival through adverse situations created by disaster. The book provides everything you need to know to stay safe and enable you to become self-sufficient in times of crisis. It aims to help people of all abilities to prepare for disaster, providing detailed information about what to expect, how to prepare and strategies for survival, both in the home and outdoors, in the wake of disaster.

The book is split into three sections beginning with basic supplies and preparations, followed by skills and tools you may require in such an event and finishing with information specific to particular disasters. From food storage to water purification and heating and cooking equipment to first aid and self-defence *When Disaster Strikes* succeeds in its goal of providing all of the information required to sustain life in the most adverse of conditions. The knowledge, skills and supplies discussed are described as a 'disaster insurance policy' for your family's survival in times of crisis.

The compelling first chapter provides a thought-provoking

summary of the possible events we could one day encounter. This is followed by general information on how to prepare for a disaster with detailed practical information on what to purchase and from where. Stein continues to motivate his readers throughout to contemplate the fragility of today's hi-tech world, which has become less self-sufficient and more reliant upon electronic hi-tech systems. The book is supplemented with real scenarios and inspiring stories of survival. A section on different types of disaster prepares the reader more specifically for what to expect and the most effective methods of survival in specific situations. With catastrophes ranging from earthquakes, tornadoes and pandemics, to the less commonly occurring electromagnetic pulses and solar storms, which, according to Stein, are well overdue.

Perhaps the most interesting aspect is Stein's emphasis on developing a 'survivor personality' and trusting our intuition, which has been finely honed through years of natural selection by survival of the fittest. It is highlighted that above all we must have determination and commitment to survive. Particularly relevant at present is the section on staying healthy in a crisis or pandemic. In this day and age of antibiotic-resistant bacteria and extra virulent viruses, such as bird and swine flu, having the knowledge to treat yourself at any time is a useful resource and the book's step-by-step instruction is user-friendly. Even if you never experience a disaster, the section on how to make your own medicines is a most useful and interesting read and I would highly recommend it. In addition, useful checklists for first aid and 72-hour grab-and-go kits for evacuation also provide an easy to use, concise contribution to the planning section.

Although it may seem Stein has tailored this book to the American market, particularly with his suggestions of where to source

specific items, websites and recommended brands are also provided, making the best products more accessible to everyone. The only exception is the section on firearms, which are less readily available in the UK, however, this is supplemented by the self-defence section which follows and emphasises the ability of everybody to implement it. As a British reader it would be easy to think that compared to other countries Britain does not experience many of the disasters referenced in the book, or at least not to the same extent, however the book covers such a range of events that there is something for everyone; no stone is left unturned.

It would be hard to contemplate all of the requirements needed for survival just off the top of your head, and the likelihood of being able to do this in the face of disaster would be very slim. For example, would the idea of draining your central heating system as a source of potable water, or to protect it from severe weather, spring to mind during times of such pressure?

Even if you do not rush out immediately to buy the extensive list of supplies and products mentioned in the book, it is enlightening to know how to become self-sufficient and cater for every aspect and eventuality of day-to-day survival if it were needed.

Although it may be psychologically comforting to fall into the overly optimistic 'it will never happen to me' trap, this book is not intended to scare monger and panic. The aim is to motivate, to plan ahead and be a survivor in the precarious world in which we live. With the continual threat of natural disasters, war and terrorism we are advised to "prep for tomorrow, but live for today".

- *When Disaster Strikes: A Comprehensive Guide for Emergency Planning and Crisis Survival*. Matthew Stein. Vermont: Chelsea Green Publishing, 2011

WALES LAUNCHES STRATEGIC CO-ORDINATION CENTRES

By Superintendent Claire Parmenter, Wales branch

THREE Strategic Co-ordination Centres were recently opened across Wales by the First Minister of Wales.

The Welsh Assembly Government and Police Authority-funded project to enhance the Strategic Co-ordination Centre capability across Wales has been completed on time and within budget and three dedicated, fully equipped SCCs are now based in North, South and West Wales.

North Wales have a fully refurbished and upgraded SCC at the Police headquarters in Colwyn Bay in line with nuclear industry requirements, South Wales and Gwent have a joint SCC based in Cardiff Gate and Dyfed Powys have a new build SCC based at Police Headquarters in Carmarthen.

This project represents a considerable achievement with some demanding timescales and credit must be given to the respective implementation teams across Wales that delivered this process.

As part of the opening, which was conducted simultaneously via video conference by First Minister Carwyn Jones AM in Carmarthen, virtually linked to Colwyn Bay, Cardiff Gate and the Emergency Co-ordination Centre Wales, attendees were given a demonstration of the functionality that the centres will now offer including:



- High Integrity Telephone Systems (HITS) - a highly resilient satellite-based communication system, independent of the main telephone system and designed to continue functioning when all else fails.
- The tasking logging system Badger Clio - allows the effective sharing of information, informed decision making and a well co-ordinated response. It is used to manage information, activity, tasking and situational awareness, allowing immediate access to all information required to co-ordinate activities, ensuring the right decisions are made, actions prioritised and tracked with everyone kept appropriately informed.
- The National Resilience Extranet - the secure website delivered by the Cabinet Office for use by the UK resilience community to both plan and respond to emergencies which can store and transmit up to RESTRICTED level.
- The Hydra Training Suite - used to support Strategic Command

Gold Courses including media training facilities.

The three venues were well attended by emergency services, local authorities and Local Resilience Forum partner agencies at both strategic and tactical levels, all of whom had an opportunity to experience what facilities would be available to them as responder agencies in the event of activation.

Wales has a tradition of strong partnership working but with the completion of the three SCCs we now have the infrastructure to move emergency planning and response to a higher level. These centres will not only accommodate the multi-agency regional response but will also provide dedicated multi-agency training facilities and a base for Local Resilience Forum activity across Wales.

Chief Constable Ian Arundale, Chair of the Joint Emergency Services Group in Wales, said: "This represents a significant achievement for Resilience across Wales and provides us with the appropriate infrastructure to respond to any civil emergency."



First Minister Carwyn Jones

NEW EVALUATION OF COMMUNITY SAFETY INITIATIVES FOR NOTTINGHAMSHIRE

By Tom Simpson and Viv Brunsden

THE work of emergency planners is necessarily entwined with the emergency services and the effectiveness of one of these groups inevitably makes the other group's job easier. Nottinghamshire Fire and Rescue Service (NFRS) has recently begun an exciting new research project, in partnership with the Emergency Services Research Unit at Nottingham Trent University, which aims to evaluate community safety initiatives. More specifically, the project hopes to determine how effectively NFRS community safety activities reduce risk in the Nottinghamshire area, and will lead to the development of effective evaluation tools and methods for a wide variety of initiatives. The systems developed during the project will be embedded and maintained within the organisation so that they can continue to be used after the project is completed. In addition it is intended that the final evaluation toolkit, which will be useful for any evaluation activity and not just those focussed on community safety, will be made available to other organisations. The partnership received financial support from the Knowledge Transfer Partnerships programme (KTP). KTP aims to help businesses to improve their competitiveness and productivity through the better use of knowledge, technology and skills that reside within the UK Knowledge Base. KTP is funded by the Technology Strategy Board along with the other Government funding organisations.

NFRS currently carries out a large proportion of its community safety interventions in conjunction with other local authority agencies, through partnership working across the county and within individual districts, as well as through the delivery of multi-agency educational events. Therefore developing

methods to evaluate the outcomes of such schemes and interventions will demonstrate the risk reductions which partnership working leads to, and will potentially highlight ways to improve the schemes and interventions, benefiting all local authorities involved.

The Fire and Rescue Services Act (2004) states that a fire and rescue service (FRS) must promote fire safety in its area. The FRS is able to do this by providing safety information, publicity and encouragement to the general public. All UK FRS have implemented a wide range of community safety programmes, with the intention of creating safer homes, safer roads and safer neighbourhoods. Interventions take various forms including those focused on home fire safety, schools education, road safety, youth engagement, fire safety for older people and arson reduction. These activities are intended to support and sustain communities in becoming more resilient. However, interventions are rarely evaluated in terms of the risk reductions they actually achieve. In order to accurately evaluate the risk reductions of schemes and interventions there will be a need for the sharing of information between NFRS and other organisations, including local and county councils, concerning incident-related data and the outcomes of individuals.

Although national performance indicators show a decline, not only in the incidence of fires but also in related deaths and injuries, there is currently no way of knowing which particular interventions have been responsible for these improvements. This research project will help NFRS to measure the effectiveness of its community safety initiatives, allowing the organisation to focus

its efforts on those areas that result in the most improvements. It will consider whether or not different community safety initiatives are being targeted towards the groups of people in communities who are in greatest need of them. This knowledge will enable resources to be targeted in the most cost effective way while still reaching the most vulnerable members of the community. Potentially, in the long term, such intelligence would not only reduce the response demands of the fire service but also that of the other agencies they work with. Importantly, the findings from the project will provide hard evidence that demonstrates the worth of funding community safety activities, which takes on an even greater significance in the current financial climate where budgets have already been heavily reduced and likely to see further reductions in the near future.

As the fire and rescue service now works together with partner agencies to deliver on a shared agenda for their communities and to determine priorities for improvement in their local areas, it can be difficult to disaggregate the effects of their various interventions, not only from one another, but also from the effects of other agencies. For example, when home fire safety checks are carried out they can alert home owners to other risks such as general security, potentially reducing the risk of burglary, yet this added benefit cannot currently be measured. Conversely, it is also difficult to assess how much fire safety has been improved by initiatives such as local councils improving the social capital of previously run down areas. Despite the difficulties in sifting these multi-layered effects, this project hopes to begin the better assessment of the true value of FRS initiatives.

Local needs will vary from FRS to FRS and a particular community's needs also change over time. Although demographics are constantly changing, many of these shifts are predictable to a certain extent; for example the local profile in terms of an ageing population. The project will assess the needs of the local community, both now and in the future. Mapping likely future trends in demographics will allow an evaluation not only of how well current initiatives fit the community at present but also how well they will fit in the future. This will allow the development of a strategic and proactive, rather than responsive, plan for community and partner engagement. There will also be dialogue with the community in order to see how well initiatives fit their subjective desires in terms of FRS engagement, desires which may or may not map onto their actual needs but which do need to be taken into account by public services. Obtaining this understanding of perceived versus actual needs will allow better promotion, and hopefully take-up, of the prevention and educational services that the UK FRS offer.

As the project progresses there will be a need for the sharing of community safety evaluation methods and targeting strategies between NFRS and other public organisations involved in promoting resilience and responding to risk. It is hoped that other agencies such as county and local councils, NHS Trusts, other emergency services and relevant third sector organisations will see the potential benefits of this project for community safety, not just in Nottinghamshire but across the UK. More importantly it is hoped they will offer their usual high level of collaborative support if approached during the course of the project. Many of the project's outcomes will be transferable, and beneficial, to other public service organisations. It is therefore the project team's intention to publish throughout the project in order to provide regular updates of its progress and findings – so watch this space!

Authors' Profiles

Viv Brunsden is a Principal Lecturer in Psychology at Nottingham Trent University where she is also the Head of Emergency Services Research. Viv's personal research interests are currently focused on violence towards emergency service personnel, wildfire prevention initiatives, and improving community safety. She also has a longstanding interest in humanitarian assistance in the response and recovery stages. She is an expert in both advanced quantitative and advanced qualitative approaches to research. She is a member of the EPS Education committee, and various committees at the British Psychological Society including the Ethics Committee. She is the Editor in Chief of

the International Journal of Emergency Services (IJES) published by Emerald.

Thomas Simpson BSc (Hons) studied psychology at The University of Liverpool. Following this he gained a variety of research and administrative experience within the higher education sector. He worked as a research support worker at The University of Manchester and then as a health audit coordinator, focusing on the delivery of trauma care to patients, at Nottingham University Hospitals. In November 2010 Thomas became a member of the Emergency Services Research Unit at Nottingham Trent University working as Associate on a two year-long Knowledge Transfer Partnership project with NFRS.

Members Upgrade

The following Full Members of the Society have been invited to Fellowship, having completed successful upgrades and confirmation by the board:

Elizabeth Dobson	Scottish
Debbie Lewis	London
Stephen Corrigan	North Western
Paul Siner	North Western
Alan Young	Welsh
Tracey Fielding	South Western
Claire Wise	West Midlands
Kenneth Martin	Blackburn
	North Western
Paula Ireland	East Midlands
Alan Boyd	West Midlands

The following Associate Members had their applications to Full Member of the Society confirmed at recent meetings of the Board of Directors:

Isabelle Laing	Scottish
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David Bestwick	Yorkshire & Humber
Nick Isherwood	North Western
Claire Gault	South Western
Andy Foreman	Southern
Steve Glassey	International
Mick Heys	South Eastern
Oliver Coles	South Western
Gail Rowntree	Southern
Phil Stockford	North Western
Nikki Humphries	South Western
Francesca Croot	East Midlands
Caroline Fiore	London
Justin Cuckow	South Eastern
David Mitchell	North Western
Aaron Goddard	East Midlands
Paul Austin	London
Colin Kelsey	North Western
Denis Fischbacher-Smith	Scottish
Grainne McGann	ROI
Neil Vine	South Western

TACKLING THE 'WHAT IF?' SITUATION IN EMERGENCY DEPARTMENTS



CBRN incidents require a seamless and resilient response from police, fire and often the military as well. In the case of a covert or other deliberate attack, alongside the need for a criminal investigation to identify and hopefully apprehend the perpetrators, the biggest issue for health professionals is the crucial need to give appropriate medical treatment promptly and effectively. These patients, who may be treated at the scene, transported to hospital by ambulance or may even 'self present' some time later at emergency departments may have symptoms never seen before by staff within the department.

To help such staff deal with a scenario of this sort, a brand new suite of training films on DVD



has been produced by the Health Protection Agency on behalf of the Department of Health called 'What if...?' The DVD provides advice for ED staff to help them gain a better understanding of the clinical issues associated with treating patients who may have been exposed to a chemical, biological or radiological incident. Footage describes the signs and symptoms of exposure to such agents and outlines the effects of such exposure on the human body and its functions.

Introduced by well-known science journalist Vivienne Parry, the DVD can be used as a training tool in a workshop or as part of other clinical training, with a separate film dealing with each of chemical, biological and radiological exposure. With a total running time of just over 60 minutes, these can be viewed as stand-alone films or consecutively as appropriate.

Produced by Dependable Productions under contract to the HPA, the films illustrate signs and symptoms of exposure, experts describe the first steps to take for ED staff as well as best practice on triaging and treatment. The DVD provides

advice on types of PPE and how to tackle treating patients while wearing protective suits. Clinicians interviewed on the films give up-to-date guidance on appropriate patient isolation and post-exposure prophylaxis.

Chris Perry, Ambulance Advisor at the Emergency Preparedness Division of the Department of Health, said: "The aim of these training films, which we have developed with the HPA, is to provide ED staff with advice and guidance on dealing with the unexpected arrival of patients who have become exposed during a CBRN incident.

"We are not suggesting that such an incident is either likely or imminent but all the additional training and information we can provide to NHS staff helps to ensure that we are all better prepared should the unexpected occur in the future."

As well as one copy being sent to every emergency department in England, the DVD is also available to all NHS staff through www.ehealthlearning.org.uk

TWIRLIES ON TOUR: THANKS FOR THE MEMORIES



Judy and Gail with Sir Chris Bonnington

A COAST to coast trek was all in a day's work for two members of Mountain Rescue who popped on their walking boots for charity.

Judy Whiteside and Gail Todd were aiming to raise £5,000 for Mountain Rescue England and Wales' new benevolent fund by walking from St Bees to Robin Hood's Bay during the first two weeks of May.

The pair finished their 192-mile walk on May 14 after setting off on May 2 and were welcomed to Robin Hood's Bay by members of Scarborough and Ryedale MRT as well as national committee members.

With a target of £5,000, Judy and Gail have been raising funds to launch a new benevolent fund for mountain rescuers across the country. The pair set off with £2,000 in donations already in the pot before they left St Bees on the west coast. And fellow walkers and online supporters have been increasing that total all the way. So far the duo has raised £3,200.

"We have had fantastic support from other coast-to-coasters and all the mountain and search rescue teams along our route," said Judy.

"As well as Sir Chris Bonington, who walked with us for a day in the Lake District, the teams in particular were brilliant and I don't think I've ever had my photograph taken with Land Rovers quite so often!

"As well as the walking every day,

we also went down a cave and rafted a river in Yorkshire with members of the Swaledale MRT.

"Some of our fellow walkers – from as far afield as Canada and Australia – became familiar faces along the route and a big thank you goes to them for their financial support too. It's been a brilliant experience."

The new MREW Benevolent Fund will bridge a current gap and help those picking up the pieces after accident or injury whilst on a callout.

Gail said: "We know from hard experience that this is needed but it is also a difficult one to explain and raise money for. Team supporters like to see the positives of what we do and this isn't a cheerful one. We've had fantastic support from the outdoors media and from colleagues, family and friends."

David Allan, Chairman of MREW, explains: "Although all mountain rescue team members are insured against misfortune while carrying out rescues, there are times when a

significant delay occurs between an incident and the insurance actually providing money.

"The new benevolent fund seeks to relieve this anxiety by providing immediate funds. The major part of the fund will be contributed by team members but an injection of money is urgently needed to get the scheme off the ground – Judy and Gail's walk was just the launch it needed."

Twirlies on Tour were cheered on and supported by mountain rescue colleagues from Wasdale, then Cockermouth, Keswick, Langdale/Ambleside, Patterdale, Penrith, Kirkby Stephen, Swaledale, Cleveland and Scarborough & Ryedale teams. They were accompanied on the last day by members of Scarborough & Ryedale SRT and met at Robin Hood's Bay by Huw Birrell, a member of North East Wales Search and Rescue (NEWSAR) who is working on the practicalities of the new benevolent fund.

To make a donation visit: www.justgiving.com/twirliesontour.



THE EMERGENCY
PLANNING SOCIETY

