

# RESILIENCE

The magazine of the Emergency Planning Society

November 2012



THE EMERGENCY  
PLANNING SOCIETY





**Helen Hinds**  
**Chair**



**Sam Mendez**  
**Head of Content**

I'VE had a busy few weeks since the last edition of *Resilience*. As you should all know by now, the new Board met for the first time in October; we had a very successful meeting with lots of energy in the room and a real commitment from everyone to work together and deliver change for the benefit of members. Minutes of the meeting are available on our website. Following agreement by the Board, I am pleased to say Julie Bell was invited, and agreed, to join the Board as Director of Finance until the EGM in March 2013. Since the Board meeting I've been trying to visit as many of the branches as possible; I've visited four - London, Yorkshire and Humber, Southern and Northern Ireland. Each of the visits has been different but all of them have been useful as I've been able to meet and speak to members and I've been given lots of food for thought along with offers of help. I'm going to continue with these visits as it is important that I talk and listen to as many members as possible. Bill Whitlock, our new Director of Branches, is also planning some visits and we'll work together to make sure they are co-ordinated. In other news, I have been asked if the EPS would be willing to facilitate some conversations, at a national level, looking into the idea of a national crisis support network based on the Worcester-shire model. This won the EPS's Emergency Planning Initiative of the Year Award this year and I'd like to see if it's something we could support, or at least help get people talking about; I have asked the Chair of the HAG PWG to assist. I recently met with EPS President Alan Goodwin and we had a good conversation about a number of things; I updated him about the AGM and we discussed how he can become more involved in the Society. He is going to attend the TfCR Workshop on November 27. I invited him to observe a Board meeting which he will do, diaries allowing, and he plans to meet staff in the office in Cardiff.

IN CASE anyone missed the recent update e-mailed to all members, I thought I would recap the main diary dates here:  
2012/13

**Council** – The next Council meeting will take place on the afternoon of November 26 at the Royal Station Hotel, Newcastle. The **TfCR Workshop** will take place the next day – November 27 - at the same venue (Royal Station Hotel, Newcastle). Those attending will be: The EPS Board, Council, PWG Chairs and Committee representatives. The Workshop is expected to cover: the EPS Business Plan, Talking Heads, *Resilience* magazine and the Structure of the Society. The next **Board Meeting** will take place on December 11 at the Head Office in Cardiff. The **EGM and Study Day** is to take place on March 19 (Location TBC), **Council** – May 16 (Location TBC), **AGM** – TBC following a decision on next year's conference. The Board will meet on a bi-monthly basis, and will also hold a teleconference every other month.

With regards to *Resilience* magazine, the next issue is out in February 2013. If you would like to contribute an article, letter or photographs please e-mail me by January 15th, 2013, on the e-mail address below.

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Cover pic: Reaper Drone  
Courtesy of: MoD



# EPS APPOINTS NEW FINANCE DIRECTOR

THE Emergency Planning Society is pleased to announce a new Director of Finance has been instated. Julie Bell, a member of the EPS' East Midlands Branch, is a Chartered Manager and holds a Masters' Degree in Business and Management (MBA). She is currently the Head of Centre at a BTEC and Institute of Leadership & Management (ILM) approved learning centre. Julie, who has been a member of the EPS since 2009, has been co-opted onto the Board of Directors until the Extraordinary General Meeting in March. She has significant experience of

strategic management and business development and has a special interest in developing robust, transparent infrastructures that are underpinned by strong governance frameworks. Julie has more than 30 years' experience of public service which includes holding a senior post as Head of Enforcement at the Electoral Commission in London and managing a large team across the UK that regulated and investigated party and election finance; this included regulating donations received by all political parties including the Conservatives, Labour and the Liberal



Democrats. Julie will work closely with our accounts manager – Joanne Brace – to move the Society forward and ensure that all financial decisions are considered openly and honestly for the benefit of the Society and its members.

## YOUR PWGS AND THEIR CHAIRS

The EPS has eight Professional Working Groups - CBRN, COMAH & Pipelines, Crowd & Event Safety, Environmental Risk, Health, Human Aspects, Oil Pollution and Business Continuity. The purpose of the PWGs is to harness the Society's expertise and explore current and emerging resilience planning issues in specific areas of interest. Want to apply to join a group? Please contact the relevant Chair:

Business Continuity

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# BUSINESS CONTINUITY FOR DUMMIES

## EPS LAUNCHES NEW BOOK FOR SMEs

THE Emergency Planning Society, in partnership with the Cabinet Office and the Business Continuity Institute, has worked to produce *Business Continuity for Dummies*, an essential survival guide for small and medium sized enterprises (SMEs).

The guide acknowledges that smaller businesses just do not have the money, time and resources to prepare for disruptions, yet the cost of dealing with them when they do arise can be significant. It provides simple, and for the most part inexpensive, how-to measures to deal with difficulties ranging from being let down by one of your key suppliers all the way through to major disruptions caused by challenges such as flooding, severe weather and a pandemic influenza outbreak.

The guide came out of the Emergency Planning Society's Business Continuity Professional Working Group (PWG) as part of the EPS' contribution to the profession. Many of the people involved in the authors' group and the review group are EPS members; one of their purposes was to make sure the book was fit for publication by Wiley's.

All their hard work was done voluntarily and the book – which is available to buy online – is the result of their efforts.

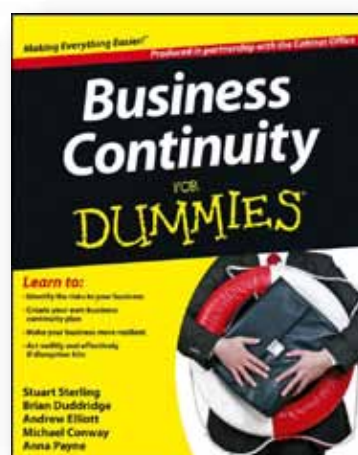
Minister of State for Business and Enterprise, Rt. Hon. Michael Fallon MP, said: "*Business Continuity for Dummies* brings together the

wealth of experience within Government in support of business continuity planning in SMEs. Working with business, this book takes an innovative approach to reaching out to the 5 million SMEs in this country to build the resilience of our communities and our economy. "This Government is committed to supporting SMEs and this book builds on and supports the work taking place to ensure the survival and growth of our SMEs."

The guide, which is available online to buy now, outlines simple, practical, and low cost steps that companies can take to make sure they stand up to disruptions. Understanding the importance of continuity and getting it right, early, can see competitive advantages. Reducing the risk from emergencies allows SMEs to go about their business more freely and with confidence that they can manage challenges they may face.

### *The easy way to ensure your business is prepared for anything...*

**If disaster struck, could your business continue to operate? It might be a fire, flood, storm, technical failure, or a quality control failure - whichever way, how can you minimise the risk of disruption to your business?**



**ISBN 978-1-118-32683-1**  
**£16.99 • Aug 2012**

*Business Continuity For Dummies* clearly sets out how to identify the risks to your organisation, how to create your own business continuity plan, how to apply it in practice and what to do if the worst does happen.

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**To order your copy with a special discount, please contact Scott Smith**  
**[scsmith@wiley.com](mailto:scsmith@wiley.com)**

# CBRN TRAINING FOR UK AIRPORTS



By Matt Roy, Scottish Branch

*Concorde's final take off at Edinburgh*

MANY times I have been asked by friends, colleagues and acquaintances, who should know due to their individual roles, 'what is CBRN?' That concerns me and still does.

Ever since the 1995 chemical attack on the Tokyo Metro by members of the domestic terrorist group Aum Shinrikyo, western Governments have woken up to the real threat of WMD, or have they? Or indeed, are those responsible for ensuring the UK Government's Counter Terrorist CONTEST Strategy is actioned, in particular the Protect and Prepare strands in relation to aviation as an essential part of our critical national infrastructure, as prepared as they should be? While understanding each of the major airports in the UK has, at any one time, the same number of people within their terminals as all those killed in the 9/11 attacks; it is only the foolish that doesn't recognise the

very real likelihood, and the much larger impact, such an attack would have on the industry.

Having come from a background in airport policing post 9/11 and involvement with Airport CT Planning (plus Chair of MATRA subgroup) along with CBRN Military experience (Op Telic) and Police CBRN Operational and Strategic Planning, in my opinion, and as a frequent flyer, there is more to be done. It is not necessarily a costly measure to mitigate or negate the actual threat with more planning and training. There is an argument for investment on infrastructure within terminals to mitigate CBRN attacks other than screening passengers, landside is just as vulnerable if not more so.

The concept of alerting, not alarming the public is a necessary aspect of this but the following can be implemented without drawing undue concern and create a

far safer, properly planned and prepared environment for the public going about their business.

## AIRPORTS

Questions that require answering specifically in regard to an airport CBRN plan:

1. Is there liaison and full understanding between the essential elements in preparation and response to a CBRN attack by airport departments - engineering, airside operations, Air Traffic Control, airport security, airport control room, emergency planning team, airline ground staff and embedded emergency personnel?
2. Has a detailed HVAC system survey identifying intake and exhaust and flows between floors been completed and shared with those part of a CBRN plan?
3. If required, following the



completed survey, have separate assembly points, landside and airside, been identified?

4. Do airport control room staff have detailed knowledge, training and awareness of their critical role and response in the event of a CBRN attack?

The questions could go on but due to the nature and site-specific legislation and scrutiny by various Government departments surrounding airports, should there not be anywhere better prepared than a UK airport?

## **CBRN**

As with an airport environment, CBRN is a complex subject matter with some very useful simplified guidance tools that offer a practical use within an airport. However, to make maximum benefit of these tools there has to be awareness for all staff who work at an airport, similar to that of compulsory fire training. With that as a start point, the progress and advancement of knowledge through the specific roles of engineers, duty managers, control room personnel and terminal, ground and emergency services staff has to be appropriate to the role.

## **PREPAREDNESS**

It is now 16 years since the last major chemical attack on any transport network however, there are numerous groups and individuals over the years with clear evidence of the manufacture and use of such weapons - London Ricin case, Anthrax in the USA and Polonium-210 used in the death of Alexander Litvinenko. Like America, the UK has a

culture of litigation (who can blame victims when there has been corporate ignorance and disregard of the risks, for example - Lockerbie/Pan Am)

It is maybe prudent for an airport operator to start infrastructure investment in:

- **Detection, identification and monitoring equipment** installed in fixed locations, mobile - including either personal or vehicle-mounted or a combination of both with remote monitoring by suitably trained control room personnel.
- **HVAC system updated with CBRN filtration** Full survey and schematic diagrams available for control room personnel with highlighted exhaust and intake points. Install CBRN filters in relevant areas to minimise or expedite flow of contaminated air into public areas.
- **CBRN specific evacuation procedures** Airside/landside and safe assembly points while accepting the risk involved airside - ground and aircraft traffic and the mixing of 'clean/dirty' passengers.

## **TRAINING**

### ***Understanding***

There has to be a full and intimate knowledge of the infrastructure, the individual departments' roles and expertise and liaison between them. It is only with a holistic approach to preparedness that there can be a fully inclusive plan that will meet intense scrutiny post event.

### ***Infrastructure***

An emergency planning team

working with engineers must develop detailed and intimate knowledge of the HVAC systems and carry out a joint, full survey of each terminal detailing CBRN egress and assembly areas landside/airside where the emergency services can get prompt access to commence decontamination and deal with casualties. Remember, some substances have delayed symptoms.

Evacuation procedures need to be developed and tested for every part of the airport. There is a requirement to ensure, for the sake of argument and probably best suited for this role, full training and competency by airport control room personnel in conjunction with engineers and duty managers.

### ***Staff***

Ensure staff are aware that a CBRN incident is not the same as any other and the natural instinct to jump in and help will in fact exasperate the number of potential casualties, while still having some form of control of passengers using the terminals.

Enhance their intimate knowledge of the terminal by annual or bi-annual in-house fire training, as well as their roles and responsibilities during that scenario. Fully utilise the existing or historic knowledge within airport personnel who have previous military, emergency services NBC/CBRN training.

## **SUMMARY**

There is more than one element to a credible CBRN plan and rather than most that rely heavily on 'taking direction from the emergency services' the airport operator



post event will be ultimately held accountable, why?

The public routinely, albeit grudgingly, accept fire procedures including evacuation because of previous significant historical fatal fires; it will only take one CBRN event to achieve the same aim. I argue the public will not accept such as the status quo as there are sufficient warnings and evidence of the terrorist actively looking for the next big one to surpass that of 9/11 and using CBW. Additionally, the UK has developed a unique response for a CBRN attack that is Pan UK Multi Agency, tested and exercised but this would not take the responsibility away from an operator to have an appropriate level of preparedness that is their corporate liability.

The UK emergency services are prepared but are airport operators prepared?



*Mass decontamination storage*

#### Author profile:

Matt Roy MEPS is Director/Owner at MBR Preparedness Solutions (Alba) Ltd and a member of The EPS' Scottish Branch.

He has been involved with airport CT planning, which included Chairing MATRA Cargo sub group, along with five years CBRN Military (including Op Telic) experience and training in Vulnerable Area, Survive to Operate - Tactical Communications, Police CBRN Operational and Strategic Planning as a National CBRN Instructor at Police National CBRN Centre and Police Project Officer - Scene Management for the Police Operational Response Programme.

## MEMBER UPGRADES

The Emergency Planning Society would like to congratulate the following members on their successful upgrades:

#### ASSOCIATE TO MEMBER

Phyllis Urquhart	Scottish
Lloyd Harris	South Eastern
Amanda Inglis	East Midlands

#### MEMBER TO FELLOW

Christopher Briggs	North Western
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If you would like to put in an upgrade application you can find the relevant forms on the EPS website under the Resources section.

Send your completed form to: [membership@the-eps.org](mailto:membership@the-eps.org) and the Membership and Development Committee will appraise it and seek approval from the Board.

There is a £60 fee for upgrades and should you not be successful first time you will not be charged for re-submitting a second.



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This is simply the best UK show for all of the emergency services. A must-visit for training officers, procurement managers, fleet managers, station officers and ALL operational staff. **Register for FREE** entry at [www.emergencyuk.com/rsn3](http://www.emergencyuk.com/rsn3)

### **Exhibition**

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

### **Emergency Response Zone**

This area of the show features exhibition stands from Police, Fire & Rescue, Ambulance, Professional, Government and Voluntary organisations from around the UK. This zone demonstrates to visitors the capabilities of partnering agencies and the voluntary sector.

### **Conference**

Bringing senior professionals together to discuss the latest industry news, developments and strategic advances – all conference delegates have the opportunity to visit the exhibition. Details are currently being confirmed for this year's conferences, and we

are pleased to announce the first National Interoperability Summit will be held alongside The Emergency Services Show 2012.

### **Live demonstrations**

A unique opportunity to see the latest equipment in action. The Road Haulage Association will stage a heavy rescue demonstration relevant to Fire & Rescue, Ambulance, Police, Highways Agency and Rescue recovery companies. More exciting demonstrations are being confirmed!

### **Show Features**

See the The World's Largest Torch lighting up the outdoor area, provided by Ledco, learn with the College of Paramedics & Jones & Bartlett who will be offering CPD demonstrations and take part in Physio Control's Medical Conference.

### **New exhibitors for this year include...**

ABC MacIntosh | Andreas Stihl | ARCO | Ashwood Auto Matters | Babcock Emergency Services Training | Electrosonic | English Braids | E-Semble Tiger Tools | Falck | Fischer Panda | Lewis Medical | Mammot | Mecmesin | Panasonic | React by Autoclenz | Step Access | TBI-LUG Europa | Tencat | Texport

## SAVE THE DATE

Wed 21 – Thu 22 Nov 2012



[www.emergencyuk.com/rsn3](http://www.emergencyuk.com/rsn3)

# FOOLED BY RANDOMNESS

A blog by Ian Moore

HUMANS have a natural tendency to see order in chaos. In most scenarios this is extremely useful; it created science and a deeper understanding of the universe and it simplifies our decision making.

The downside of this tendency is that we also naturally look for order, patterns and meaning in things that are just random. Combined with this, we tend to have a poor intuitive understanding of probability. Can you see the face in the following image?



Of course there is no face; it is just a picture of tree bark. Another example of how we tend to spot patterns is related to what psychologists call the 'clustering illusion'. Which of the following lines do you think are truly random series of ones and zeros?

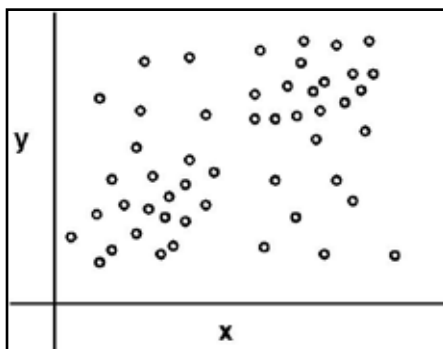
```
1 0 0 0 1 0 1 1 1 0 1 0 0 1
0 0 1 1 1 1 1 0 0 1 1 0 1 1
0 1 0 1 1 0 0 0 1 0 0 0 1 1
0 0 1 0 1 1 1 0 1 0 0 0 1 1
1 0 0 0 0 1 1 1 1 1 0 0 1 1
```

You probably already guessed they are all random (or as random as the computer programme that I wrote to generate them can make them) but we still tend to notice an inordinate amount of 'clusters' of ones and zeros. This clustering illusion is apparent in the false beliefs

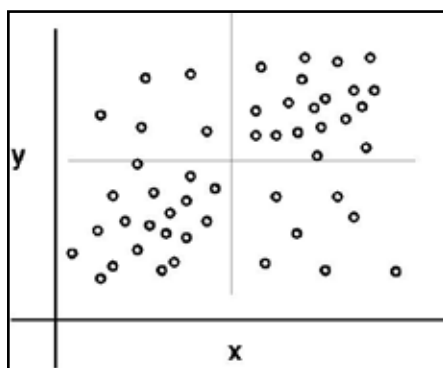
of many gamblers. So when we examine data in order to make a decision on it, it is crucial we are aware of this tendency and that we ask ourselves whether the patterns we think exist in the data are truly there.

## CLUSTERING

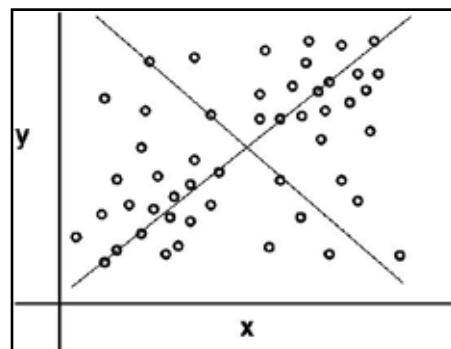
Another example of seeing patterns relates to the way we tend to segment data. If we are presented with the following data:



we may segment the data like this:



and infer that as x increases, y increases (i.e. x is correlated to y). We must remember however that correlation does not imply causation. Our segmentation of the data is totally arbitrary. If we split the data like this:



we would see no pattern at all.

This segmentation effect is common in stock markets where a falling stock will often hover around a psychologically significant number (1,000, 5,000 etc) for some time before 'breaking through' or 'recovering'. We must remember these numbers are arbitrary segmentation points. If human psychology was not involved there is no reason to assume any magical significance for 2,000 rather than 2347.6. The way we naturally segment data can lead to incorrect decisions or to not making decisions when a different segmentation point



would make the decision clear. Decision makers should carefully consider whether their segmentation points are arbitrary or whether other points would prove more useful.

## PROBABILITY

Here are a few more examples of how our poor intuitive grasp of probability and randomness can lead us astray and cause us to make poor decisions.

*A town has two hospitals. In the larger hospital about 45 babies are born daily, in the smaller 15. For one year each hospital recorded days when more than 60% of births were boys (here we are assuming that on average roughly the same number of boys are born in any period of time as girls). Which hospital recorded more such days?*

The majority of people think this will be the larger hospital, however, the correct answer is the smaller hospital. This is because the smaller hospital has fewer births and therefore on any given day it is more likely the number of boys born will be further away from the average 50% (both fewer and more). In the larger hospital, because a larger number of births are more likely, the number of births will tend to average out more.

Another example is: a die has been painted so that it has four white faces (W) and two black faces (B). After rolling the die a number of times which is the most likely:

**BWBBB**

**WBWBBB**

**WBBBBB**

Most people start off by

discounting option three because black is only half as likely as white and option three contains a lot of black faces.

For the same reason they will next discount option one and decide that option two is the most likely.

The last step of this reasoning is, however, incorrect although the majority of people will still cling to this answer even when it is pointed out that option one is a subset of option two [W(BWB BB)]. Because it is a subset it must be more likely no matter what the probabilities of white and black being rolled, however, it looks more 'balanced' and we intuitively think it is more likely.

## SUMMARY

We tend to see patterns in information even if there are no patterns there. This tendency, combined with our poor intuitive grasp of probability, causes us to make incorrect decisions. Understanding this helps us to be alert to these tendencies and take precautions to improve our decision making.

### Author profile:

*Ian Moore runs workshops and gives presentations on how people and organisations can improve their decision-making by better understanding how they make poor ones.*

*For more information visit: [www.unthinkablethinking.com](http://www.unthinkablethinking.com) or e-mail Ian on: [ian@unthinkablethinking.com](mailto:ian@unthinkablethinking.com)*

## Diary dates

### CBRN Decontamination Workshop

*Emergency Services Show, Stoneleigh Park, Nov 21*

The aim of the EPS CBRN PWG's Decontamination Workshop, in association with the Government Decontamination Service, is to assist local authority staff to improve their knowledge and ability to deal with decontamination incidents and to identify further activities the EPS might undertake to support the development of the national decontamination capacity.

**[www.the-eps.org/events/cbrn-decontamination-workshop/2012-11-21/202](http://www.the-eps.org/events/cbrn-decontamination-workshop/2012-11-21/202)**

### Flood and Water Management

*Central London, Nov 29*

This conference prepares you by bringing together key stakeholders and policy leads to deliver a combination of plenary sessions and best practice guidance on flood risk insurance, flood risk management strategy, flood hazards and mapping risks and Sustainable Drainage System Approving Bodies.

**[www.capitaconferences.co.uk](http://www.capitaconferences.co.uk)**

### Urban Search and Rescue

*Lincoln, December 11*

Learn about the RAF's airborne surveillance capabilities and increase your knowledge of USAR capabilities, plus lots more.

**[www.the-eps.org/events/](http://www.the-eps.org/events/)**

# Joint Emergency Services Group Wales: IMPROVING RESILIENCE

By Claire Parmenter, Welsh branch

[Claire.parmenter@dyfed-powys.pnn.police.uk](mailto:Claire.parmenter@dyfed-powys.pnn.police.uk)

**T**HE Joint Emergency Services Group (JESG) is a powerful strategic group identifying issues of joint interest where collaboration and innovation will benefit service delivery in Wales. The membership consists of the four Chief Constables, three Chief Fire Officers and the Chief Executive of the Welsh Ambulance Service Trust along with a Senior Civil Servant from Welsh Government and representatives from the Army and Coast Guard.

The group is chaired by Chief Constable Jackie Roberts who represents JESG on the Wales Resilience Forum chaired by the First Minister.

One of the main work streams of the group is to ensure adherence and collaboration across the emergency planning and resilience work in Wales ensuring compliance with the Civil Contingencies Act.

The group jointly fund a Police Superintendent to lead this work and to ensure alignment with the Pan Wales work streams which are led by the Welsh Government. The group is represented on each of the four LRFs across Wales and the Civil Contingencies co-ordinator has recently supported a peer-review process of the LRFs in Wales ensuring the sharing of effective practice and avoidance of duplication. The group has also invested in the funding of a Communications Programme

Manager who is leading the development of key communication projects, ensuring interoperability across Wales. One of the most significant improvements achieved has been the JESG opportunity to bid for funding from the Strategic Capital Investment Fund (SCIF) for the purpose of providing three new Strategic Co-ordination Centres across Wales from which multi-agency Strategic Co-ordination Groups can position themselves to manage and recover from a civil emergency or major incident as defined in the Civil Contingencies Act 2004. JESG was successful in securing £10M SCIF funding with additional £6M support funding being made available from the police authorities to implement the Strategic Co-ordination Centre projects across three sites covering the whole of Wales. Within the communications programme is the innovative DEIT project. The pilot project to deliver cross organisational Direct Electronic Incident Transfer between Gwent Police, South Wales Fire & Rescue Service and Newport City Council is due to report its full findings by September 2012 whereby JESG member organisations will be given an options appraisal for progression of this work across Wales before the opportunity is offered to the remainder of the UK. This project is attracting a great deal of external scrutiny and has

been mentioned in the 7/7 Coroner's Report. The pilot has been running successfully for six weeks, ensuring the seamless transfer of incident data between the organisations involved. Funding has been made available for the project from the Cabinet Office, Welsh Government and ACPO. It is being seen as a test bed for implementation across the UK bringing the following business benefits to the participating organisations:

- Fully integrated, secure and resilient hub to electronically transfer incident information (999 or 101) with multiple partners that can be rolled out across the UK. This will include pertinent flagged messages from initial call through to incident completed
- Reduce back-office overheads on double keying different systems
- Minimise errors when call information is forwarded to other partners by voice
- Reduces the response time of partner agencies due to delivery of instantaneous information
- Improves the health and safety of responding crews by relay of the latest information
- Ensure all responder agencies attend the same location by underpinning DEIT with the National Land and Property Gazetteer Unique Property Reference Number.





*Attendees of the Wales Civil Contingencies Conference, hosted by JESG.*

JESG is also keen to ensure lessons identified are captured and actioned as appropriate across Wales. On the recommendation of the JESG Programme Board, a task and finish group has been formed to review the recommendations and observations emanating from key documents.

The group comprises of representative members from each emergency service and Welsh Government Resilience. A risk matrix has been produced to aid and manage both the process and the risks, allowing a full audit trail to be available of any mitigation undertaken. This group has now morphed into the Wales Learning and Development Group which reports to the Wales Resilience Partnership Team ensuring that any appropriate issues are raised to the Wales Resilience Forum.

In further support of learning the lessons JESG, in conjunction with the Welsh Government, recently hosted the Wales Civil Contingencies Conference. The conference, held at

the newly opened strategic command centre, was well attended by an audience of more than 80 Chief Officers from across Wales, the Cabinet Office, and Welsh Government.

The conference covered the areas of challenge experienced among the responder communities in Wales including the Gleision Mining disaster, the Chevron Oil Refinery explosion and the Fforestfach fire incident. Feedback received indicated an appetite to continue with these conferences in future, drawing out the lessons learnt from recent experience and sharing widely within Wales and beyond. This work has already started and lessons such as the use of social media in an emergency has already been translated into Pan Wales bespoke courses ensuring consistency across the responders in Wales.

*For further information on JESG please contact Superintendent Claire Parmenter or Michelle Williams, Programme Manager, on: [m.williams@mawwfire.gov.uk](mailto:m.williams@mawwfire.gov.uk)*

## A NOTE TO MEMBERS

Please make sure you keep your contact details up-to-date; if we do not have your most recent e-mail address we cannot send you the latest issue of *Resilience* or updates from Head Office.

Please log-in to the website and check your details are current at [www.the-eps.org](http://www.the-eps.org)

If you are having difficulties accessing your account please contact Head Office on 0845 600 9587.

Thank you.

**THE EMERGENCY  
PLANNING SOCIETY**



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Scott Safety, are world leaders in the design and development of Respiratory Protection Equipment (RPE). We have a detailed understanding of the physiological and psychological burden RPE can place on users. That is why we test in the field. And we apply what we learn there - as well as emerging research and technologies to every design to ensure capability, functionality and comfort. Irrespective of whether your requirement is for CBRN protection, Breathing Apparatus for EOD, USAR, damage control, fire-fighting or for specialist applications Scott can meet your requirements - comfortably.



# PREPARING FOR THE STORM

## THE WORK OF THE EAST COAST FLOOD FORUM

**By Andy McCombe MEPS**  
East Midlands Branch Chair

**I**T IS almost 60 years since a wall of water swept over Britain's East Coast killing more than 300 people in one of Britain's worst peace-time disasters.

A storm surge, combined with a spring tide on the night of January 31, 1953, overtopped sea defences resulting in disastrous floods along hundreds of miles of coastline. From the Humber to the Thames estuary, thousands of sheep and cattle drowned, 24,000 homes were damaged or destroyed and more than 30,000 people were evacuated. The damage was estimated at more than £5 billion in today's money. Since then, similar combinations of spring tide and storm surges has raised the North Sea as high or even higher than that fateful night in 1953. And, according to the Environment Agency, beating flooding is a never-ending challenge.

Rising to meet that challenge is a pioneering group - the East Coast Flood Forum - which is in the vanguard of collaborative working. For the past three years I have been engaged, on behalf of the Society, in some detailed pre-planning with regard to the H19 East Coast tidal surge threat.

The story began in July 2009 when the East Midlands Branch chose to host a Mass-Coastal Evacuation Workshop in Nottingham to bring together interested parties from along the East Coast to discuss their experiences and



*Flood damage after the 1953 east coast storm*

share good practice. In partnership with the former Government Office for the East Midlands, which provided some funding from Defra for a venue and some very useful contacts, it quickly became apparent that what started as a regional event should be opened up to a wider audience with invitations sent to the five former Government regions from the Humber to the South East, including London. Speakers were invited from CCS, the Met Office, Red Cross, Environment Agency,

Aston University and the Netherlands. Presentations were interspersed with two discussion periods that looked at local planning for the first 24 hours after the storm and the subsequent two weeks and months following the storm.

Attendees from East Coast counties were distributed across the tables and groups fed back in an open forum leading all to realise that more would need to be done across the emergency planning community to ensure the UK was ready for



*La Rochelle harbour on a calm, sunny day*

an inevitable future storm of the magnitude of the 1953 flood. Following the workshop, one of the final acts of the Government Office teams was to bring together a small group of interested parties from regional and central Government, the Environment Agency and Lincolnshire LRF to take forward recommendations that flowed from the Nottingham event and the work initiated in Lincolnshire. As someone who was keen to ensure some form of national plan would be produced to pre-identify where national resources would be found to support rescue and evacuation, and where evacuees would be found shelter beyond county boundaries, I volunteered to be a member of this group as a representative of the EPS. Under the chairmanship of Steve Green, the former head of the Government Office for East England, the group eventually became the East Coast Flood Steering Group, growing in size and (dare I say) influence as chairmanship was transferred to Defra under David Lees from the floods team, co-chairing with EPS member David Powell, head of emergency planning for Lincolnshire County

Council. The steering group was keen to engage with all Local Resilience Fora along the East Coast plus inland counties which would need to offer support for provision of sanctuary for the large numbers of evacuees anticipated. So the East Coast Flood Planning Group was formed in late 2009 with an open invitation to a wider audience of emergency planners and Category One and Two responders who met at the Cambridge Government Offices to hear what had been done so far and to seek views on what was required from the group

for the future. A series of milestones was developed and the planning group initially met quite regularly to develop these tasks and to learn what the steering group was achieving on their behalf. Some of the outcomes of the East Coast Flood Forum are: The creation of the East Coast Flood Forum is one of the first examples of **planners coming together and working beyond the old regional boundaries** to develop a coordinated response to a major incident of a magnitude that would not respect such artificial boundaries. The **ability**



*Repaired breach in the sea defences at La Rochelle*





*Author Andy McCombe, pictured left, with Colonel Eric Peuch, fire chief and host for the La Rochelle seminar*

**to learn from colleagues around the world** has been facilitated by Defra and the EU under the Exchange of Experts Programme. A small number of forum members have been selected to attend a series of fact-finding visits to the US, Iceland, the Netherlands and France to see firsthand how countries with a tidal surge risk or a major evacuation requirement have planned for such events. I was fortunate to be selected to travel to La Rochelle, in October, to attend a symposium reviewing the Xynthia storm of February 2010 which sadly took the lives of 37 coastal dwellers late at night when the sea overtopped or broke through the sea defences. Four of the six UK delegates were EPS members out of the dozen or so 'international experts' that took part in this specific exchange.

**The provision of funding for academic studies** into such topics as traffic flows during evacuation and identification of how critical national infrastructure could be affected during a future tidal surge. Another major

study, overseen by the Health and Safety Laboratories (HSL) in Buxton, Derbyshire, using their comprehensive GSI database, provided certain forum members with a very detailed assessment of the effects current Environment Agency flood mapping will have on the populations, housing and infrastructure for the 10 LRF areas that could be impacted by a future East Coast tidal surge. It was an EPS East Midlands group visit to HSL in 2010 that led to the forum approaching HSL to complete what has turned out to be an invaluable survey. Another excellent example

of partnership working that has spawned from the forum has been the collaboration by volunteers from all of the coastal LRFs, co-ordinated by me, to **develop an East Coast Flood Emergency Framework document**, which will be published by Defra at a major seminar taking place at the end of January 2013 to commemorate the 1953 flood. This publication will outline the shared ambitions of the East Coast Flood Forum and provide guidance on national policy and procedures to gather, prioritise and deploy assets to assist with rescue and evacuation and other essential information to support local planners. In summary, I continue to enjoy the challenge of representing the Society as a member of the steering group of the East Coast Flood Forum and believe I have been able to put our name into the minds of some influential colleagues in central Government. I hope this article will help to explain how being a member of the EPS can lead to some valuable input into important partnership work which, in my opinion, has become a blueprint for collaborative working for the future.



*Mass Coastal Evacuation seminar, July 2009*

# THE OTHER SIDE OF DRONES



*UNMANNED drones have taken a pole position in the Global War on Terror targeting remote and inaccessible terrorist sanctuaries. They do, however, have other potential roles in helping people respond to natural and manmade disasters as Dr Dave Sloggett explains...*

The images of unmanned aircrafts or drones attacking terrorist hideaways in the remote hills of Pakistan often accompany articles in the media describing the aftermath of such attacks. The coverage of the attacks is often graphic and illustrates the indiscriminate nature of warfare. It can be a very unforgiving experience. To label drones as harbingers of doom and destruction is however to look at their capabilities through a rather narrow lens.

In Northern Ireland, in the wake of a year of extreme drought and widespread heathland fires, both north and south of the border the Fire and Rescue Service has started to explore how drones might be used to help them gain situational awareness of the extent of a fire.

Their decision to explore the use of drones as a means of helping deal with scrubland fires is timely. Earlier on this

year, in its online publication *Inspire*, Al Qaeda writers advocated starting forest fires in the United States as another means of terrorising populations.

## EVOLVING STRATEGY

In October 2012, a senior Russian intelligence agent went on the record stating the use of deliberately started forest and scrubland fires was now a part of an evolving strategy called a thousand cuts. The aim is to 'bleed the enemy to death' by resorting to a wide-range of inexpensive ways of creating havoc in society.

The *Inspire* article made specific reference to the notion of conducting terrorism in new and innovative ways. The first example of this tactic is believed to be the destruction of more than 184,000 hectares of land in Spain this year; this is the

highest figure for a decade. At the peak of the fires, the Spanish authorities struggled to contain the outbreak with one fire near to Valencia requiring 2,000 people to leave their homes.

In such situations, where fires have spread out over large areas, having an aerial view can help develop appropriate approaches to containment.

When frontal areas of the fire advance quickly, literally blown along by the wind, the ability to get fast imagery over an area is crucial. With wind and fire direction able to change suddenly, continuous coverage over an area is essential.

In Northern Ireland the application of drone technology is very different; it is about saving lives and property. This is one of a range of applications of drones that will increasingly come to the fore in years to come.

The vantage point of the eye



in the sky is unique. While smoke may obscure visual sensors, infrared imagery can help fire fighters identify hot spots which, if tackled quickly, can mitigate the spread of the fire. The ability of drones to stay on task for lengthy periods of time also provides operational advantages.

## PSYCHOLOGICAL IMPACT

In Pakistan the drones fly over their targets for hours on end. The lack of air at high altitudes means the population is constantly aware of their presence. Such is their impact on the population they've even gained a nickname - wasps - after the sound the engine makes. For the population below, fearful of getting caught up in another attack, the almost continuous presence of the drones has a huge psychological impact. In civilian applications this ability of drones to maintain a watch over an area can have the opposite effect.

Extended time-on-task can offer benefits the police helicopters find hard to achieve; maintaining helicopter coverage over large-scale events such as a woodland fire would not be economical. Their operating altitude may also limit the kind of coverage that can be achieved over the target. The sensor systems onboard police helicopters also tend to have been bought for addressing point targets, such as cars or people who are trying to evade officers of the law. Extended area targets require a different suite of sensors. Police helicopters are equipped with similar sensor systems that can detect people who may have become trapped or



*Above: Control station, Left: Reaper Drone*

*Picture credits: MoD*

consumed by the inferno but once that task is complete, other operational activity may have priority.

Drones of course do not provide an immediate panacea to the problem of dynamically mapping extended targets. They are not a replacement for other forms of aerial platform; they can be used alongside existing sources in a complementary way.

## GROUND CONTROL

With an increasingly crowded airspace, flying drones in the United Kingdom has its issues. The potential for air misses and for actual crashes to occur between drones and civil aircraft cannot be dismissed.

Operating drones at the right altitude to get the best coverage while avoiding weather effects will have its challenges. If the control link between the ground controller and the drones fails for any technical reason what the software controlling the drone does next is important. In military applications where such rare failures occur the drones are programmed to find their way home. In the UK that is a very

different problem. Drones also come in an array of different sizes and costs. In time that will only develop further. Some operate like helicopters hovering over an area, others fly like aircraft. The exploratory work in Northern Ireland may lead other Fire and Rescue Services to explore the benefits of using drone technologies.

There are other possible applications across all of the emergency services. Many of them involve mapping large areas that have been affected by a natural or manmade disaster. The flooding that returned to York at the end of September appears superficially to be part of an almost annual cycle of flooding that now occurs in many parts of the country. To map the physical boundaries of the flooding, the Environment Agency can make use of models and its knowledge of the way that river courses respond to specific levels of rainfall.

Flood plains across the UK have been mapped in great detail using airborne laser measuring systems to develop accurate Digital Elevation Models. With knowledge of the amount of

water flowing from upstream sources using telemetry forecasting areas liable to flood is an improving science. But that is not the end of it. Having a real-time read out of the images of areas being flooded can help multiagency responses to be better co-ordinated. The key is to have control of the source of the pictures.

### **CIVIL CONTINGENCIES AIRCRAFT**

Traditional multiagency efforts to evacuate people from flooded areas rely on the combination of images received from the media and fusion of measurements taken from river sampling points and the models that have been built of the flood plain working in unison. After the severe impact

of the volcanic eruption in Iceland a Civil Contingencies Aircraft was deployed to map the extent of any event that affected the mainland of the UK. At the major fire incident at Buncefield the aircraft was used to map the spread of the plume arising from the fire so the health issues for people affected by the plume could be quickly analysed. The shadow of the disaster at Bhopal still hangs over any chemical or industrial accident. During flooding events the Civil Contingencies Aircraft is deployed to take pictures of the scene for subsequent analysis of how the flood plain responded to the inundation of water; these images can be used to validate the models and improve future predictions. With weather radar systems also providing vital insights

as to where large amounts of rainfall have fallen, the whole issue of how to manage and react to flooding has improved dramatically over the past decade. Equipped with this improved knowledge, the architects of future flood defence revetments and other measures can try to mitigate the impact of future events. But challenges still remain.

### **CHALLENGES**

If the flood event comes after an extended period of rain when the level of ground saturation has become high the reaction of the flood plain can vary. The percentage of manmade structures such as roads in an area can also affect run off. Further work needs to be done in developing the models granu-

### **MET OFFICE CIVIL CONTINGENCIES AIRCRAFT**

- 1 Cloud, precipitation spectrometer
- 2 Brechtel iso-kinetic aerosol inlet
- 3 Power inverters
- 4 Aurora 3 channel integrating nephelometer
- 5 AIMMS probe-temperature, humidity, wind speed, turbulence and GPS
- 6 GPS antenna
- 7 Two 19 inch racks containing - SO2 analyser data logging system, Lidar control satcom system
- 8 Leosphere Lidar - Can be positioned for upward or downward viewing (pre-flight)
- 9 Satellite communications antenna





*Met Office Civil Contingencies Aircraft*

larity and representation of such effects. There are times when the unexpected can occur.

Despite all of that important research work there is still a potential role for drones.

### **POTENTIAL ROLE**

On a cost basis they are cheaper to fly and can be used in a mode where the images are directly downlinked to the ground. If the Environmental Agency or local Fire and Rescue Services were able to operate and control their own drones they could watch the build-up of the situation and react to specific and unexpected events that can complicate the emerging picture. This is where the scale of the flooding is so severe that the models of some flood plains can break down. For local authorities involved in trying to provide an effective response to the flood events such imagery would be very beneficial.

### **QUICK SHARING**

With the introduction of 4G technologies and their associated bandwidth the images derived from the

drone cameras can be shared quickly with all multi-agency partners through video streaming. This would allow Bronze, Silver and Gold Commanders across the multiagency teams involved to quickly gain the same situational awareness of the evolving disaster. This is not to suggest that by sharing such information Gold commanders should immerse themselves in the tactical picture. The same applies at the Silver command level. The hierarchy of command and allocated responsibilities need to be maintained. The suggestion that imagery be shared across the command chain is not designed to usurp the chain of command. Rather it is designed to enable the commanders to take their specific decisions and allocate resources based upon a common operating picture derived at the scene that is under control of the emergency services. It is a dedicated asset. For the Gold Commander seeking to make strategic decisions about evacuating people, such imagery could prove most helpful; it helps them formulate a resilient response.



### **Author Profile:**

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

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



ENERGISE YOUR  
KNOWLEDGE.

# EPS WEBINARS ARE BACK...

FOLLOWING feedback received through the Time for Change Review it was agreed that the Emergency Planning Society webinars, in partnership with Zestbuzz, be re-instated. Members have kindly been e-mailing their suggestions for topics and we are pleased to announce details of the next webinar:

## TOPIC

### **eCrime: A Management Imperative**

Defining Security Strategies that Protect Critical Information Assets for Business Success

**Date:** December 5, 2012

**Time:** 3pm to 4pm

**Speaker:** **Nahim Fazal**,  
Cyber Crime International  
Development, S21Sec

## WEBINAR OVERVIEW

Across global markets the threat of eCrime is hindering the ability of business to dynamically exploit new opportunities. While it was once a tactical and operational issue solely dealt with by IT departments, today eCrime is a management imperative that can make or break your company's relationships, reputation and results. Nahim Fazal's expertise will

help you to define security strategies that protect critical information assets for business success.

In the 21st century protecting your online presence is not just about processes and tools, it's about your company's ability to respond to customer needs, generate financial results, pursue new markets, and comply with legislation and regulation.

## LEARNING OBJECTIVES

1. What are the current threats in cyber space?
2. Understand what MITM actually means.
3. Why are current security products not effective?
4. Why should you be concerned about APT what does APT mean?
5. What new threats will we see in the next 18 months?
6. What techniques can you use to mitigate against the threats?
7. What can you do to quantify threats?
8. How can you better protect your information network?

## COSTS

The webinar is **FREE for EPS members** and costs £40+VAT (one webinar) and £60+VAT (two webinars) for non-members. Any non-member who joins

the Society within one week of the webinar will be reimbursed their webinar fees!

You can book your place on the Events section of the EPS website: [www.the-eps.org.events](http://www.the-eps.org.events)

## INFORMATION

- After booking you will receive a direct internet access link which you click for access to your chosen webinar; this will transpose you onto the webinar where you will be able to listen and learn automatically through your computer speakers or headphones
- EPS webinars are interactive so you will be able to ask questions during the session
- After the webinar you will be sent a copy of all presentation material for your future reference
- For further information and to keep-up-to date with the webinars please visit our dedicated site at: [www.epswebinar-sandevents.co.uk](http://www.epswebinar-sandevents.co.uk)





# BUILDING RESILIENT ORGANISATIONS



By Colin Ive, Southern Branch

**T**here have, in recent times, been a number of significant natural events which have had a direct impact upon many businesses of all shapes and sizes. In 2011, it seemed to be distant events such as volcanic ash, the Japanese earthquake, tsunami and floods in Thailand. This year it seems such events are more localised with multiple incidents of significant flooding in many parts of the UK affecting locations which have not experienced such an event for many, many years. The common denominator in these is they have all directly impacted upon the supply chain for many UK organisations.

**O**ne of the most negative legacies which resulted from high-profile terrorist attacks such as 9/11, Delhi, the London bombings and the previously

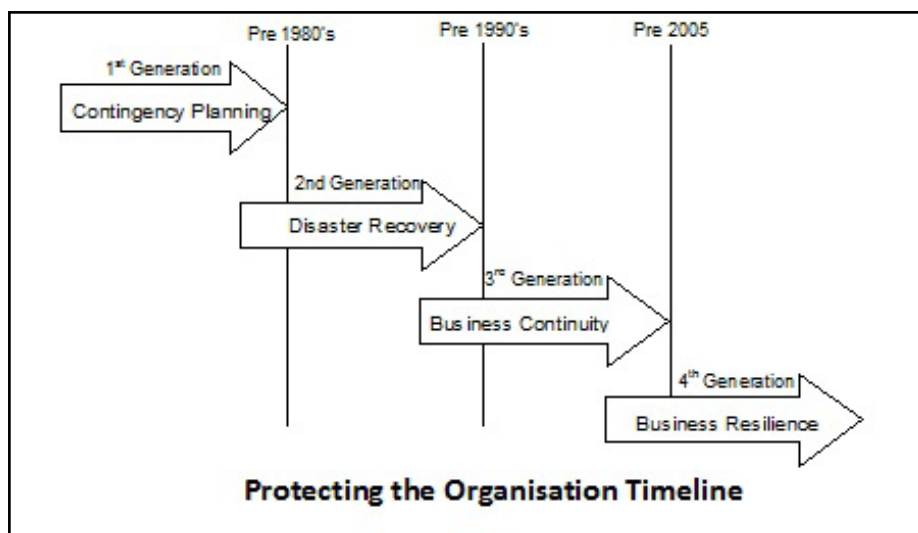
mentioned natural disasters has been that by their nature of 'large scale' focused events the vast majority of organisations, and especially the small and medium enterprises, have seen such events as simply media stories which, though terrible in their actions and consequences, are so remote as to not be an inclusive factor on their risk radar and so subsequently almost ignored.

**S**uch a view is fully understandable but breeds a complacency and a narrowness of thought and understanding which simply promotes the view of "when bad things happen they won't hurt me!" A view UKPLC cannot afford. Fortunately there are a number of ongoing activities taking place, being driven both by UK Government and large organisations, which are directly encouraging all types of business to improve

their resilience.

**M**any readers will recall that as part of the Civil Contingencies Act 2004 there is a requirement for certain organisations, for example - infrastructure organisations, local authorities, emergency services etc - to have business continuity plans in place and so strengthen both their resilience to threats and by doing so the resilience of the UK.

**A**s the business strategies for dealing with threats have developed, so, in turn, we have seen clear activities which have, with continual and ongoing improvement, set out to protect business and enable it to respond to a crisis. These activities can, I suggest, be put forward as four clear generations of development.



- **First Generation - Contingency Planning.** The original and commonly used in World War Two
- **Second Generation - Disaster Recovery.** Developed as Information Technology became established in business.
- **Third Generation - Business Continuity.** A more holistic approach to encompass business operations and processes.
- **Fourth Generation - Business Resiliency.** Extends the boundaries of protection across the organisation.

refers to the ability of enterprises to adapt to a continuously changing business environment. Resilient organisations are able to maintain continuous operations and protect their market share in the face of disruptions such as natural or manmade disasters.

Historically, in most organisations, the primary objective of disaster recovery planning has been limited to protecting IT infrastructure and services from unexpected events and disasters. Business

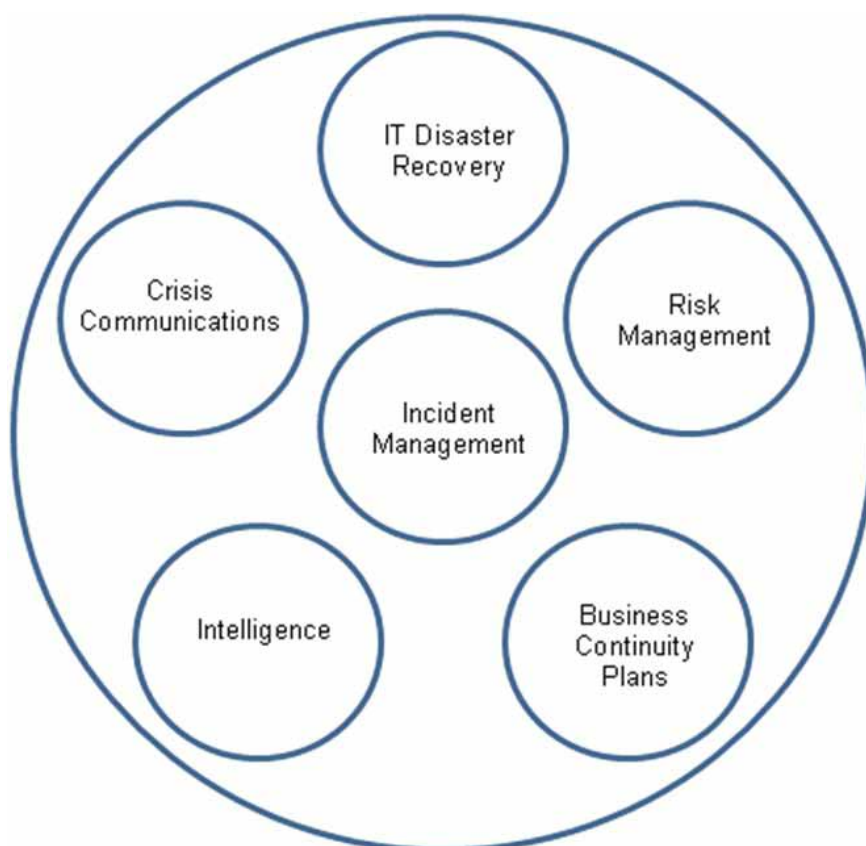
continuity planning extended the boundaries of disaster recovery planning to the protection of business operations and processes. The objective of a business resilience program is larger than risk management, business continuity planning and disaster recovery planning. A business resilience program extends the boundaries of protection by including the ability to manage an incident, build intelligence by exercising plans plus, and hugely important, having the capability and skills to communicate in a crisis. Such communication must be both internally to employees but also externally to relevant stakeholders, the most important of whom may be customers or, for some, industries regulators.

Looking back at the history of Business Continuity Management (BCM) there are clear milestones mapping its development. I recall clearly the release by the British Standards Institute

This fourth, and latest, generation has taken on a significant challenge as it encompasses much of today's model of business. It is, however, one which can be used to reinforce the value of taking clear, positive action in the protection and crisis management skills of any organisation.

The disciplines of emergency management, risk management, business continuity planning and disaster recovery planning have played critical roles in helping businesses achieve parts, but not all, of the objective of business resilience.

Business resilience





(BSi) of Publicly Available Specification 56 (PAS 56) Guide to Business Continuity Management in 2003 and just how welcome this was for those of us seeking best practice examples to refer to when setting up company or corporate-wide Business Continuity Management System (BCMS). True, this first pass at establishing the idea of a standard had its faults but fundamentally it was a recognised, publicly available document which, for the first time, set out the structure and expectations of a BCMS in a clear and relatively simple way.

Following a great deal of work by the hands of expert practitioners, working as dedicated volunteers under the support structure of the BSi technical committee BCM/1, PAS56 was developed and enhanced to become BS25999-1 Business Continuity Management Part1: Code of Practice. Followed in November 2007 by BS25999-2 Business Continuity Management Part 2: Specification. It is to BS25999-2 that many businesses both in the UK and abroad have become certified. So popular has this standard become that it is the second highest seller of BSi products, second only to ISO9001.

Other countries have not sat idly by as Business Continuity Management has developed and several have created their own country standards including the United States, Australia, Singapore and Canada. Such developments prompted the need for a single international standard and so today we have ISO22301 Societal Security – Business Continuity Management Systems – Requirements.

Which will in time (it is predicated around 18 months from the official release of ISO22301) replace the then to be withdrawn BS25999-2.

This new standard in many ways encompasses everything which is needed within a business resilience program and market research by a number of certification bodies have indicated that a fast growing number of organisations are seeking to have their current, or as is often the case new, BCMS certified to it.

A key reason for this surge of interest is more and more organisations are insisting their suppliers should be as resilient as themselves. Spinning out of the requirements of the Civil Contingences Act mentioned earlier has been the view taken by many of those organisations affected by the act that if they are expected to have a BCMS by law then those who supply to them, or who wish to supply to them, should have this by right and are required to supply evidence of this.

The effect of such a requirement has been to drive the principles and good practices of business resilience across many supply chains and this is now becoming understood by more and more organisations as a must-have business discipline rather than an luxury for the day when something may or may not happen.

To satisfy myself that a supplier has a good quality, effective and current plan in place, a simple questionnaire is not sufficient to get the answers needed. I would request to see the following which, together, should provide me

with a satisfactory body of evidence:

**1. A copy of the supplier's BC policy** ideally signed by a board member.

**2. A copy of the page in the plan that clearly demonstrates version control and sign-off of the plan** (a plan dated 12 months plus from its examination has little current value).

**3. A copy of an exercise schedule, past and future.**

Don't waste time asking to see lots of promises and documents if they haven't been tested to see whether they actually work in an emergency situation. As with your own plans, testing through exercises and workshops is the most effective way of assessing a business continuity programme.

**4. Evidence** – possibly a document with confidential issues blanked out – of how the supplier captures and corrects issues found during exercises or workshops. Expect such actions to be dated and, unless recently recorded, closed.

**5. Qualification of the BC plan creator**, for example, member of BCI, Disaster Recovery Institute or appropriate training in business continuity.

**6. Name of the board member responsible for BC** - this demonstrates commitment to a business continuity programme at board level.

No matter how resilient an organisation may become internally, without the corresponding resilience of its critical suppliers it will remain at serious risk of loss of business and possible closure due almost entirely to the failures of others.

# BOOST FOR CRUK



David Cloake, right, pictured with CRUK MD George Cook

FORMER Chair of the Emergency Planning Society's Council, David Cloake, has joined Community Resilience UK as the head of their emergency management team. David, who in 2010, scooped the EPS' Resilience Planner of the Year national award, will be developing a range of services and capabilities designed to support Community Resilience's core business activities and as a leading independent voice in contingency planning and management. Also joining CRUK's management team and board is Mike Granatt, former founding head of the Cabinet Office Civil Contingency Secretariat, who is the new chair of CRUK's board. Mike is joined by Glen Dury, who has extensive top management and strategic experience with global internet brands including Yahoo and Kelkoo. George Cook, Managing Director of CRUK, said: "I am delighted to have secured the services of these three

distinguished individuals who will drive the organisation forward and contribute greatly to our role in serving the UK's resilience profession. "We are committed to making a positive contribution to the civil protection agenda, and I am confident that we have the right team in place to build and improve our capability in serving the industry." EPS South Eastern Branch member David Cloake is one of the UK's most respected emergency planning professionals. He is the former head of Emergency Planning at both Kent County Council and the London Borough of Southwark, David has more than 12 years' experience in civil contingency planning and response. He has contributed to a wide range of local and national work streams in roles with both local Government and the nuclear industry. You can read David's full biography at [www.communityresilience.cc/davidcloake](http://www.communityresilience.cc/davidcloake)

## EXERCISE TRAINING DVD - OUT NOW

IN February's issue of *Resilience* we ran an article on Exercise Grief Encounter - a live survivor reception centre exercise held in October 2011 at Abergavenny Leisure Centre in Monmouthshire. The centre was set up to care for 'survivors' of a train crash, and staff from Monmouthshire County Council assisted by Gwent Police, the RSPCA and voluntary organisations, managed the centre and cared for the volunteer survivors. The exercise was filmed on the day and subsequently made into a 15-minute training DVD by Monmouthshire's Emergency Planning Team. The DVD is to be used as a training aid when carrying out care centre training with local authority staff, Gwent Police and local voluntary organisations. Using the experiences of a 'live' exercise makes it much easier to highlight issues that might arise during a real incident. The DVD covers all elements of running the centre including: management, staff briefings, parking, reception, care of pets, personal belongings, registration of survivors, First Aid, information, communications, care of survivors, rail care team, rest area and refreshments, support arrangements and departure and debriefing. To buy a copy at £30 please e-mail Ian Hardman, Emergency Planning Manager, on: [ianhardman@monmouthshire.gov.uk](mailto:ianhardman@monmouthshire.gov.uk) or call 01633 644091/2. Please include a purchase order number and delivery information.



# The mystery of the Safety Advisory Group

I CAN hear you say 'a mystery, what mystery?' Let me tell you of my experiences...

As an Emergency Planning Officer working for the Health Service I am involved in local Safety Advisory Groups (SAGs). Five to be precise.

The aim of the SAG is to ensure the safety of the public at events and ensure resilience of the event so as not to impact on the National Health Service. Part of my role is to scrutinise many event plans specifically looking at issues that may affect the health of the population attending the event, as a parallel the event plans must be robust - reducing impact on the wider economy of the health service.

Emergency planners and other multi-agency colleagues reading this will be familiar with the various guides produced to aid safe event planning, among these - the *Purple Safety Event Guide*.

As previously mentioned, I am involved with five SAGs; this involves five councils. Why oh why are there different guidelines for each council? One considers only large events (upward of 5,000 attendees), a SAG at another council sits once for an annual event, however, a further council asks to study plans for all events with expected numbers of 1,000 or more.

Of course presentation of event plans relies on the event organiser contacting

their local council to discuss the proposed event; it is impossible to identify how many events are taking place across the county without SAG consultation and approval.

Presuming the event plans are approved, who from the SAG is going to attend the event? Many will be held at weekends and SAG members are already work more than their contracted hours, therefore how can we ensure the carefully written plans are abided to?

Legally where do the members of the SAG group stand? By the nature of the title 'SAG' I would suggest advisory and not statutory. Therefore what actions, and by whom, will be undertaken if the event organiser does not agree with the decision of the SAG and continues to run an unapproved event?

So back to my original statement - the mystery of the SAG - maybe you can assist me in unravelling this mystery...



## YOUR RIGHT TO REPLY!

The opinions expressed in the articles and letters featured in *Resilience* magazine are the authors' own and do not necessarily reflect the views of the Emergency Planning Society.

If you would like to share your own views on any points raised in this issue please e-mail Sam on [media@the-eps.org](mailto:media@the-eps.org) Alternatively you can write to: *Resilience*, The Emergency Planning Society, The Media Centre, Culverhouse Cross, Cardiff, CF5 6XJ

**THE EMERGENCY  
PLANNING SOCIETY**



# A nurse, a policeman and a LALO, walked into a live exercise one day...

By Hazel Gleed, London Branch

WELL, several actually. Some 97% of participants completing the participation evaluation form stated they would find more training beneficial, 47% of these felt another live exercise like this would be training they would value. An excellent result for all the hard planning put into Exercise Condiment Live run at St. George's Hospital, London, in May 2012.

The Wandsworth BRF, led by St. George's Healthcare NHS Trust, ably assisted by the Wandsworth borough Metropolitan Police Service (MPS), the London Borough of Wandsworth and the South West London Health Protection Unit (SWL HPU) ran the live exercise to test a number of areas:

- The hospital tested its decontamination processes for self-presenting patients and its triage and discharge lounge
- The police tested the new police guidance *Hospital Investigation Teams (HIT)* and how this operated in a hospital environment during a major incident
- The local authority tested out the Local Authority Liaison Officers' (LALO) interaction with both police HIT teams and hospital teams in the discharge lounge of the hospital environment, caring for patients discharged following a major incident.

Thus, Exercise Condiment Live was born. The scenario of a chemical spill in Tooting,

South London, around the corner from St. George's Hospital, resulting in a major incident being declared for the blue light services in Wandsworth, provided the necessary excuse to explore the agencies' responses. There was a criminal element to the incident which necessitated the MPS gathering evidence from casualties. The chemical chosen for the exercise was sulphuric acid (we toyed with mustard gas, hence 'condiment' -groan! but took the SWL HPU's valuable advice!) Some who came into contact with the chemical made their way to St. George's Hospital A&E Department and self-presented. Others were dealt with by the ambulance service at the scene of the incident and then moved to hospital for treatment.

The exercise was run early on a Friday morning (the quietest time of the week in A&E!) with registration at (OMG it's early!) 6.30am with lots of coffee to kick start the day. Four main groups of participants had been recruited:

- Those who respond as part of St. George's Healthcare's HAZMAT (CBRN) response plan ie

those who work in A&E, as well as porters and security guards.

- Those who respond as part of the MPS Hospital Investigation Team
- Those who provide support to 'casualties' in the discharge area, including trust and local authority colleagues.
- Those who were asked to play 'casualties' to support the live element of the exercise; these players were each given one of 11 characters to play, which had been provided by the police.

A supportive group of facilitators and controllers were in place and helped calm the nerves of the planning



Linda Gibson and Michelle O'Connor



team. Once the briefing was complete and the players all in position, live play was triggered by the feeding in of 'casualties' to the St. George's Hospital A&E to simulate the 1-2-3 steps response to a HAZMAT incident and we were off! The hospital continued to run as normal, accepting real self-presenting and blue light patients into A&E. Live play ran for a total one hour 50 minutes during which the exercise successfully decontaminated 10 'casualties' and processed 25 'casualties' through triage, 'time jumping' all clinical treatment to enable simulation of the discharge lounge. Many lessons were identified, however, due to having healthcare, police, local authority and 'casualties' all playing alongside one another in a hospital, there were a

number of lessons identified that we wanted to share. The initial containment of 'casualties' was an issue that was much discussed in the hot debrief. It was agreed there was generally, in the initial stages, poor management of contaminated patients because the casualties "were able to contaminate most people and equipment" and "it took some time to move them away from the A&E". It was felt there needed to be a clear area / tent for contaminated pts to hold them prior to decontamination commencing and that "knowing as a casualty where exactly to go and wait until the staff were ready" would have been beneficial. In addition it was noted that there was "difficulty communicating between hot and cold areas".

Triage was felt, by some, to be very hectic. Some felt the triage area was overcrowded and it is recognised more room in triage (although not likely to be possible) and a more organised handover system from triage to police would be beneficial. Building on this one casualty reported "to be questioned by police as clothes were being taken for evidence" needed to be improved upon, and this may

reflect exercise artificiality. However, police feedback also recognised police and decontamination processes, especially in relation to exhibits, needed improvement.

The discharge area was an also area where improvements could be made particularly to the "flow of the room [which] needed to be better co-ordinated" and more specific instructions. It was suggested that "separate and organised areas for discharge - police/council/priest" were required. A "bigger room for discharge" would improve the flow of patients. From casualties' perspectives it was felt there needed to be a "more structure[d] discharge - an order of people talking to you", more pastoral support and more privacy when talking to the reverend, for example. It is likely that some of this reflected exercise artificiality as there was a real clinic running concurrently with the exercise. One suggestion was there



*This picture:  
Sarah Hart and  
David Mayoh*

*Top right:  
Simon Fielder*

should be a "prioritising [of] access to services according to need of casualties". The "language barrier" written into one casualty's character generated much feedback that there should be a "better algorithm for language problems" and dealing with non-English speakers in general needed improvement. The general requirement for better communication to casualties and the requirement to "give casualties more information about what is happening" came through strongly in the evaluation forms.

Communication during the exercise inevitably received some comment. From a police point of view, comms between triage and discharge was difficult. It is acknowledged that communication between A&E and discharge, between A&E and police control room could be improved. The effect of this lack of communication was the discharge area had no idea how many discharges to expect.

The paperwork element to the exercise was also heavily commented upon. There was recognition that 'police tags' and number with



*Heather Jarman, David Mayoh, Ed Curry - Exercise Condiment*

hospital # on tag did not correspond. It was felt this could hamper the "collection of evidence – [as] the numbering system [could]

**"give casualties more information about what is happening"**

prevent delays in processing patients". From a police point of view, one officer felt they were "unable to capture all [the] info needed at that early stage [and there is a] need to review [the] process of what info is needed at what stage and how that fits with medical and treatment process". In addition there was "no direction as to where paperwork to go or what was needed by CID". In addition, there was felt to be a need for more training. External staff at St. George's struggled with the

geography of the hospital. There was acknowledgement that the police hospital box needs to be stored appropriately, sometimes quite long distances from where needed. It was felt the "police would need a briefing on who was in charge and who was doing what" as there was confusion as to whether they were supposed to be in the relative and/or debriefing room.

In addition, there was a perception from some external staff at St. George's Hospital that the facilities used were different to the ones that would be employed on the day. This reflects need for improvement in awareness for external staff expected to work in a hospital environment in a major incident. In general, it was felt there was a need for "better training jointly with police".

It was felt the "command structure [needs to] be very well published" and that "management and control needed to be clearer including co-ordination between hospital scene manager and police scene manager" and this again



*Jaswinder Kaur and Caroline Coleman*



points to better training and awareness.

The opportunity to be part of a live exercise of this nature prompted the most comments when participants were asked what went well. "Actively being involved" appeared to be the most beneficial part as well as "seeing the whole process". Reportedly the exercise was an "excellent insight" and a "real time rehearsal". In addition, the exercise also provided "an idea of the time constraints and general stress of a major incident" and recognised the challenges of "co-ordinating the different services involved". Seeing how teams of various organisations work together was also viewed as very valuable and many comments in this vein were received. The benefit of seeing a multi-agency response pulling together cannot be underestimated and working with

**"the triage system raised questions on a hot vs cold triage"**

other agencies and using forms, understanding how all authorities work and seeing how others filled their roles and what worked and vice versa for education were clearly advantageous. Participants felt it was "useful to see the decontamination process first-hand" and gain a practical experience of CBRN. Experiencing the reality of decontamination (cold and painful) was noted as being important as was the experience of working with water and patients. The feedback showed there was quick decontamination and triage when the tent was put up and also that practising

the triage system raised questions on a hot vs cold triage, as well as issues with property and patient flow. The discharge area part of the exercise was felt to be useful as it brought up the issues of dealing with patients once they have been through A&E. It demonstrated how busy the discharge area gets but it was also felt counselling and repatriation services were very good. The comments from the discharge area reflected the mutual respect of organisations for each other.

It was stated that discharge from the police was very in depth and smooth with a great level of support. Positively, 'casualties' reported staff were very helpful and friendly post-decontamination and more generally that the team did a great job questioning and comforting. Casualties were recruited from medical or nursing students or those with an interest in providing healthcare.

Casualties felt it was great to see casualty point of view as one stated "I am usually on the other side". It enabled those participants to gain patient perception and experience by being on the receiving end of treatment. Overall the exercise enabled learning from watching while being a casualty. Noteworthy is the debriefing was felt to be equally pertinent as the upfront briefing with one participant reporting that "it was great sitting in the debrief with all the different team members" and interesting to hear what other people took from the exercise. In summary, Exercise Condiment Live has increased awareness among participants of the operational issues surround-

ing such an incident. It has been successful in exploring the roles and responsibilities of responders from all organisations. Although the organisations represented at the exercise already work well together in an emergency, by highlighting some of the issues that could occur during an incident of this nature, all agencies will be better prepared to respond in future.

Thanks to the planning team for Exercise Condiment Live, in particular Sgt David Cook, Emergency Planning Liaison, LB Wandsworth MPS. Of note is that Wandsworth BRF ran a concurrent Silver-level tabletop exercise, but that's another story...

#### Author's profile:



Hazel Gleed has worked for the NHS for 10 years having previously worked in the hotel and hospitality industry in a variety of roles. She started at St. George's Healthcare NHS Trust as a Training and Clinical Governance Co-ordinator in Radiology, before studying for a Post-graduate diploma and then an MA in Management Studies and moving into hospital operational management.



# GET READY FOR WINTER...

*ON OCTOBER 25, Bolton Council's Civil Contingency Unit and its resilience partners staged a fun day of awareness raising events for residents in the town square. Linked to The Met office launch of the Get Ready For Winter campaign, on behalf of H M Government and partner agencies, Bolton Council had a link to their day of activities on the official site: [www.metoffice.gov.uk/learning/get-ready-for-winter](http://www.metoffice.gov.uk/learning/get-ready-for-winter)*

The weather provided the perfect backdrop for the Get Ready for Winter event; the first cold snap of the season arrived in the early hours, and though dry, it was bitterly cold.

The Mayor of Bolton opened the event, using the Bolton FM stage, and the Council gave advice on how to keep warm during the winter, details of the Council's gritting service, and details about micro-chipping for dogs and the hazards of dog waste and information on recycling and the proposed change to the refuse collection service. Stop smoking literature was also available.

Bolton NHS hosted a healthy eating stall where more than 300 hearty, warming soup tasters were dished up and recipes were handed out.

The Environment Agency provided details of local flood areas and advice to residents on self-help and the floodline and flood alerts. They also displayed one of their rigid raiders used during water contamination investigations. Community Safety Officers were on-hand to give practical crime prevention advice and to provide face painting for the children.

Greater Manchester Police had a patrol vehicle on-site and children (and some adults!) enjoyed sitting in the passenger seat operating the blues and twos.

United Utilities explained their role in emergencies and gave advice on the water course within the area. They also passed on advice to homeowners about how to protect water tanks and pipes in cold weather.

Greater Manchester Fire & Rescue Service displayed one of their aquatic rescue units and had a display warning of the dangers of playing on ice in the winter.

They had the opportunity to talk with many people and

to generate 32 home safety checks and give fire safety advice to many of those attending. They also took advantage of the opportunity speak directly with representatives from other agencies present with whom they work in partnership.

The Bolton Mountain Rescue Team proved to be as popular as ever, displaying two of their vehicles and the range of kit carried. They also had Sasha - a trainee drowned victim search dog - and Bella, a trainee search dog, with them - always popular with the children.

The Bolton MRT places great importance on attending events of this nature; such



*Bolton MRT with the Mayor and rescue dog*

events not only enable them to meet the public, but also serve to reinforce and foster links between all the agencies and organisations who attend.

On behalf of BMT, Gary Rhodes, MBE Team Leader, would like to thank all those who generously contributed towards the £168.90 collected on the day. North West 4x4 displayed one of their vehicles and gave advice to the public on winter driving preparations. Bolton FM radio station broadcast from the square all day and continually gave out useful messages to the public. The Salvation Army support vehicle was present and their copious supplies of hot drinks for all the exhibitors were most welcome.

British Red Cross displayed one of their support vehicles and their stand received a number of visits throughout the day.

Royal Bolton Hospital displayed their decontamination unit. At one stage it was thought that Derek Bond, dressed in a gas-tight suit, was going to challenge Miss Toastie to a dance off but sadly it didn't take place.

"As Emergency Planning manager at Bolton NHS Foundation Trust I was happy to contribute at the recent Get Ready for Winter Event organised by Bolton Council. Any opportunity to help inform the public and work with partner agencies on resilience issues should be seen as an key element of ours and is of course a requirement within the Act (CCA 2004). We focused on the trust response to a CBRN incident."

North West Ambulance Service were on-hand with Vickie, the town centre cycle



paramedic.

The HART team was also in attendance to display their kit – and had to leave on two separate occasions to attend incidents.

Everyone was in agreement that the event was of great benefit and the opportunity to demonstrate how all partner agencies work together in the event of an incident was invaluable.

A great deal of practical advice and guidance was handed out to the thousands of people who wandered through the event during the day – and those who did attend may now be equipped with vital information to assist them dealing with the winter weather and all that comes with it.

A good deal of positive feedback from exhibitors has been received and the Council will look to repeat the event next year.

The Council's Civil Contingency Unit would like to place on record their thanks and gratitude to everyone who took part and contributed to a tiring but enjoyable day. More information on Bolton Council's resilience preparedness can be found at: [www.bolton.gov.uk/website/pages/Civilemergenciesemergencyplan.aspx](http://www.bolton.gov.uk/website/pages/Civilemergenciesemergencyplan.aspx)

**By Mark Nutter,  
North Western Branch**



# THE EMERGENCY PLANNING SOCIETY

