

RESILIENCE

The Magazine of the Emergency Planning Society

August 2011



PREPARING FOR THE WORST

THE BUTTERFLY AND THE HERON

CONDITION CRITICAL

STUDENT SECTION

EMERGENCY RESPONSE

THE EMERGENCY
PLANNING SOCIETY



The Emergency Planning Society
The Organisation for Resilience Professionals
www.the-eps.org





Marc Beveridge
Chair

I have to say, this year has been absolutely nonstop with one of the busiest periods leading up to the AGM and Symposium we have ever had. If you read this having attended the Symposium I would like to thank you for attending; amazing speakers from around the world, captivating subjects, great networking and a fantastic audience made this our most successful event ever.

We, again, acknowledged the talent, innovation and excellence in our profession at the 2011 Resilience Awards. I would like to congratulate all the winners and the shortlisted nominations. Not everyone walked away with a piece of crystal that evening but in our profession you were all winners, each and every one making a contribution to building business and community resilience, and more importantly, our profession.

We have four new Directors appointed to the board - Chris Spry, Sanda Petakovic, Helen Hinds and Jacqui Semple. I'm sure you will join me in wishing them the very best of luck and your full support. I'm sure they will make an invaluable contribution to your profession and the Society. It's time to look to the future; as a Society we are on a journey, a journey that will establish us as a profession bringing professional acknowledgement, qualifications, development pathways and better career opportunities.

I reported our progress towards this at the AGM, I also stated there were challenges ahead for everyone. Working together as one Society we can overcome these challenges together; we have the power to carve our own destiny as a profession. The Board and myself look forward to working with you all over the coming months to achieve that.



Samantha Mendez
Head of Content

It was my first time at an Emergency Planning Society conference a few weeks ago and what a great introduction I had as to what the Society is capable of.

I travelled to Glasgow for Condition Critical: A Symposium for Resilience Professionals in great anticipation of what the event was going to hold, and I was not disappointed. I've worked behind the scenes with the Symposium team who were responsible for putting the programme together, I sat in on the judging day for the EPS Resilience Awards and I've bombarded members and non-members alike with promotional material (sorry about that!) – and to see everything come into fruition was fantastic.

But what was even better was the excellent feedback I've received from a number of delegates. The atmosphere across the three days was second to none – delegates came out of the talks and sessions with a new sense of vigour, and almost everyone I spoke to said they'd learned something new.

The speakers themselves – Bob Parker, Mayor of Christchurch, and Ed Gibson, to name just a couple, expressed just how much they enjoyed themselves – and this was certainly evident on the dance floor at the awards ceremony!

And to pick up on the awards here – what a brilliant night; it was great to see everyone rewarded for their hard work throughout the year, and David Hayman's speech and VT about the work our chosen charity – Spirit Aid – carries out certainly hit home with quite a few of the diners.

For those of you who missed it I hope there is enough coverage in Resilience to make you feel like you've had a piece of the action. It really was a fantastic conference.

Editorial Team

Samantha Mendez

Head of Content

Email: media@the-eps.org

Tel: 0845 600 9587/ 07580 104 182

Genevieve Goatcher

Head of Student Content

Email: genevieve.goatcher@hotmail.co.uk

Vivienne Brunsden

Research Methods

Email: Vivienne.brunsdn@ntu.ac.uk

Tel: 0115 848 6824

Lucy Easthope

Deputy Head of Content

Email: l.c.easthope@lancaster.ac.uk

Jeffrey Goatcher

Research Digest

Email: Jeffrey.goatcher@ntu.ac.uk

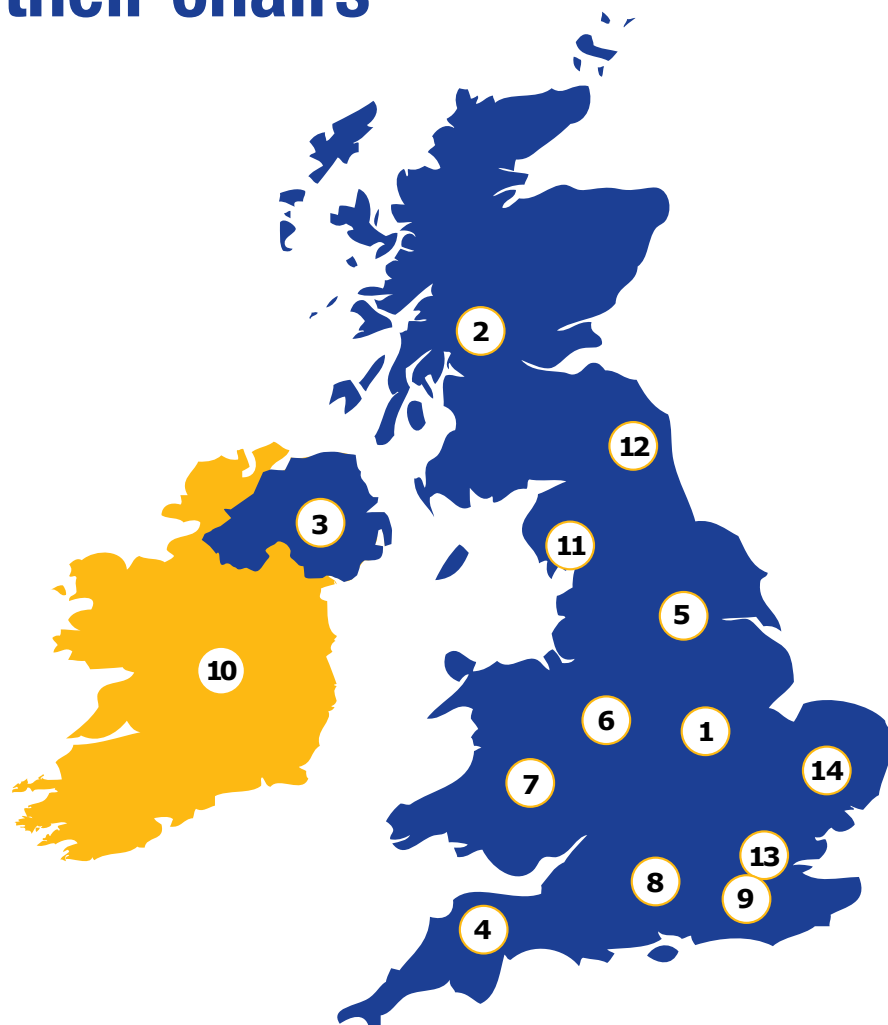
Dr James Houston

Reviewer

Email: james.houston@ntu.ac.uk

Tel: 0115 848 2658

Your branches and their chairs



1. East Midlands
Andy McCombe
JRL0EM49EastBrigade@gtnet.gov.uk

2. Scottish
To be announced



3. Northern Ireland
Gerry Killen
gerry.killen@setrust.hscni.net



4. South Western
Simon Creed
Simon.creed@bristol.gov.uk



5. Yorkshire & the Humber
Mike Lees
Mike.lees@nhs.net



6. West Midlands
William Read
William.read@eaststaffsbc.gov.uk



7. Welsh
Ian Woodland
ian.m.woodland@rhondda-cynon-taff.gov.uk



8. Southern
Louise Cadle
Louise@ccaconsultants.eu



9. South Eastern
David Cloake
David.cloake@kent.gov.uk



10. Republic of Ireland
Caroline McMullan
Caroline.mcmullan@dcu.ie



11. North Western
Les Jackson
les.jackson@stockport.gov.uk

12. Northern
To be announced



13. London
Gerry Cast
Gerrard.cast@lewisham.gov.uk



14. Eastern
Chris Sharwood-Smith
Csgglobal@btinternet.com

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Emergency Planning Society
The Media Centre
Culverhouse Cross
Cardiff CF5 6XJ

Tel: **0845 600 9587**
Fax: **029 2059 0396**
www.the-eps.org

COMAH: THE MERSEYSIDE APPROACH

Mary Mercer, North Western branch

Contingencyplanning@merseyside.gov.uk

THE Control of Major Accident Hazard (COMAH) Regulations 1999 places a duty on the local authority to prepare for the worst-case scenario, aimed at establishments covered by the regulations in their area.

Merseyside Fire & Rescue Service (MF&RS) Contingency Planning Team are responsible for preparing, testing, reviewing and revising the off-site emergency plans (OfSEP) for each COMAH top-tier site in Merseyside. The aim is to prepare emergency services and other agencies to deal with any type of incident at the

premises and reduce the impact on local residents and the environment in the event of a major accident.

Preparing for worst-case scenarios is essential for emergency services and local industry to ensure that local communities and the environment is protected in the most effective way.

Training, live exercises and workshops are everyday occurrences for firefighters but there are certain sites in every region where additional planning has to be carried out because of the hazards involved.



Chemical plants and other industries where dangerous substances are kept, all work closely with local authorities, emergency services and other partner agencies to make sure their emergency plans are accurate, realistic and practical.

The Contingency Planning Team at MF&RS runs a series of exercises throughout the year to test COMAH off-site emergency plans and their dovetailing with the operator's on-site emergency plan (OnSEP).

The exercises are tailored to suit the site operator and other organisations and partners. Ranging from large multi-agency live exercises for established sites to a workshop format for newer sites to give these sites the opportunity to gain a more rounded learning experience as well as being able to test and validate their plans.

Adapting an exercise for a specific site is important because it enables a more realistic test of the procedures. The flexible approach enables the team to take into account the specific hazards at the site and the partner agencies involved, providing a better opportunity to develop and improve the off-site emergency plan.

At sites with such potentially significant hazards to the local area, it is essential that emergency plans are accurate, complete and practicable. The exercises allow all partner agencies to ensure their plans are designed to be very realistic –and how several different agencies work together.

The benefits enable emergency responders and Site Operators to be able to deal with an incident effectively but it must be stressed that on Merseyside, Top Tier industries have a good safety record and the occurrence of a 'worst case' COMAH scenario is very unlikely.

Exercises are an important management tool for informing and motivating staff and giving confidence to those who may have to respond in a crisis. They provide the only comprehensive way of realistically evaluating contingency plans. They also bring together those who may be involved with responding to an incident and allow scrutiny of their responses under controlled conditions, to realise clear goals and to get to know each other's strengths and weaknesses.

Within the exercise formats it is instilled in partners and fire crews

that for a plan to work it must be broken down into manageable chunks to stop people getting overloaded with information and to keep the spans of control at a manageable level. To do this MF&RS's Contingency Planning Team works closely with sites throughout the planning and testing stages. They also offer sites the opportunity to train with MF&RS and utilise resources such as the Hazmat Response Team to help bridge the link between the incident on site, to the Emergency Control Centre (ECC) and Multi Agency Tactical and Strategic Commands.

It is one thing to have a robust and resilient plan on paper but actually being able to implement the plan in the heat of an incident is what's important. This is why sites are encouraged to have crib sheets, plans of sites and photographs of specific risks and points of interest easily accessible. This allows key information to be accessible in the early stages of a developing dynamic incident. It enables partners to share information and communicate effectively, especially at the early part of an incident where the correct information is vital.



MF&RS's Contingency Planning Team has worked closely with the Health & Safety Executive (HSE) and industry to develop the needs of the operator and find a more effective method of testing the OfSEP. Mark Burton from HSE explains: "Exercises were trying to accommodate operators and agencies without taking account of the risks posed by each site and planning each exercise became difficult, achieving little as a result."

"In discussions with MF&RS, it became apparent that the Fire Service wanted more active interventions on sites as part of their training development; however, the current emergency testing arrangements did not give any credit for these visits.

"It was suggested that by taking a modular approach and using a range of exercises testing could be more site specific, will often involve testing more than once every three years, be less costly to some sites (where site exercises can be joined between operators, or live local fire service/operator exercises used for local fire service training) and therefore benefit both sites and agencies and get credit for undertaking regular COMAH on and off-site exercises."

The new approach follows a system of testing where a set of modules for each agency remain at the core. The objectives for each module were carefully constructed by the operators of the 12 Top Tier COMAH sites in Merseyside and the partner agencies involved by dividing the

OfSEP into seven module areas:

- Activation
- Initial Response
- Main Response
- Communications
- Command & Control
- Media
- Resources, designed to compliment OfSEP format

Following a recent COMAH exercise Bryan Mulvey, Knowsley General Manager from The Potter Group said: "The safety of our staff and local residents is always our first priority and we were only too happy to work with Merseyside Fire & Rescue Service and the other emergency services and partner agencies to practice our emergency procedures.

"As a COMAH location, we have to put our procedures to the test via a preordained exercise programme. These exercises ensure that we understand the procedures required in case of an emergency. Moreover

the exercise enables Potter Group staff to gain an understanding of the roles and responsibilities of the fire service in these kinds of situations. The exercise provided an excellent training day for all our staff."

MF&RS is keen to be innovative in every area of its work and is constantly striving for improved ways of carrying out its service to local industry and local communities. As part of this approach, the Contingency Planning Team have put together a guidance handbook, The Merseyside COMAH Exercise Planning Guidance, for Site Operators which breaks down the exercise process from what the Regulations require to what and how agencies participate.

- MF&RS's Contingency Planning Team has been designing and implementing COMAH exercises since 2005 and head up a Multi Agency COMAH Planning Group involving emergency services and other Category One and Two responders in an atmosphere where new ideas are encouraged.



CabinetOffice



Or you could try a training course at the Emergency Planning College

Working with the Cabinet Office Civil Contingencies Secretariat, the Emergency Planning College plays a vital role in the Government's effort to improve the United Kingdom's resilience by offering a range of learning and development opportunities. Whether you need help reviewing or exercising your plans, training or academic accreditation the College can help. All courses are closely linked to the requirements of the Civil Contingencies Act 2004 and are designed to help you develop the key skills and awareness required to prepare for, respond to and manage potential disruptive challenges.

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OUR CHARLIE'S A WINNER!



Charlie accepting his CIR award for Consultant of the Year

SCOTTISH branch member Charlie Maclean-Bristol is celebrating a triumphant win after scooping the Consultant of the Year award at the CIR Business Continuity Awards.

Charlie, a Director at PlanB

Consulting, took the award at the annual CIR Business Continuity Awards at the Park Lane Hotel in London.

The award was presented to Charlie by two Directors of the Scottish

Continuity Group and comedian Kevin Bridges.

"I knew that I had had a good year consulting having taken a multinational courier company through to BS25999, developed an innovative way to promote business continuity for The Shetland Islands Council, developed a series of schools emergency plans and introduced the concept of speed exercising, as well as delivering business continuity consulting and training to a wide range of clients," said Charlie.

"I know that the competition for these awards is always very strong so was unsure whether I had done enough to get the award.

"When it was announced I was delighted as all the hard work and invocation had been recognised."

PlanB Consultancy, based in Renfrewshire, was formed in 2007 and was the first in Scotland to achieve the British Standard for Business Continuity.

FROM LONDON TO THE USA: EPS MEMBER WINS PRESTIGIOUS FELLOWSHIP

A CONTINGENCY Planning Officer for the City of London Corporation is packing her bags and heading for the US after winning a Winston Churchill Memorial Trust Travelling Fellowship.

Claire Whatley, a member of the London branch, is one of the lucky 105 British citizens to be awarded the fellowship, and she is heading to the City of New York to research and explore its long term recovery 10 years on from 9/11.

The Winston Churchill Memorial Trust was established when Sir Winston Churchill died in 1965; thousands of people gave generously so that a living memorial to the former Prime Minister could benefit future generations of British people.

The fund now supports 100 Travelling Fellowships and 10 Bursaries at Churchill College Cambridge, each year.

The grants enable Churchill Fellows to carry out projects overseas; each

fellow is provided with insurance cover, and expenses/travel within the countries they visit.

Miss Whatley said: "I was completely overjoyed to receive the news that I had been awarded a Fellowship.

"There were 940 applicants, and 220 people interviewed for the 105 Fellowships, so to find out I was in the top 10% was a great feeling.

"I leave on August 27th when I will fly to Washington to spend some time with FEMA (amongst others), followed by four weeks in New York, a week in Boston looking at the Family Assistance Centre that was set up there, and also the Memorial at the airport."

Over the six weeks she will spend in America, Miss Whatley's project has three main objectives:

- To explore the comparative experiences of the community during the recovery process
- To study how businesses were



impacted, and learn from their experiences

- To study and engage in preparations for the ten year anniversary of 9/11.

Her findings will be shared with City of London businesses and fellow contingency planners on her return.

CONCERNED SAUDI ARABIAN PRINCE TURNS TO THE EPS FOR ADVICE ON FLOODING



By Jeff Stacey, Chair of the Environmental Risks PWG

Jeff.Stacey@pla.co.uk

WHEN Saudi Arabia suffered flooding they turned to the UK for advice on the response and the first place they contacted was the Emergency Planning Society's Environmental Risks Professional Working Group. This led to a visit by a Saudi Arabian delegation to look at how we manage flooding in Britain.

The catalyst for the request was the flooding in the Makkah Province in January 2011, in the city of Jeddah. The Governor, Prince Khalid bin Faisal Al Saud, was concerned that the people of the province should be better supported should flooding occur again and that the management of information and co-ordination of the response would be improved.

To assist with the work the Prince approached the Saudi Aramco oil company who appointed senior manager Abdulrahman E. Al Muagle

on special assignment to head the project. It was through oil industry contacts at the Energy Institute that the contact was made with me as chair of the Environmental Risks group and secretary to the Oil Pollution group. Working with Saudi Aramco I put together a programme that incorporated a range of visits.

We started with a meeting at the Civil Contingencies Secretariat to talk about the management of incidents at the national level and the role of COBR. This was led by Michael Charlton-Weedy, the Chief Executive of the Emergency Planning College. Michael has been working with the Saudis at a national level and was able to relate this to the response at the provincial level.

After lunch there was a walk down Whitehall to meet with Defra and Peter Midgely, Exercise Watermark Project Executive, took us through the learning from that exercise, as

well as the National Flood Plan.

The day ended with a visit to the Thames Barrier; the impressive engineering of this structure was however overshadowed in the memories of the group by the failure of the lift. But at least we did have a chance for a very close discussion on the day's events while waiting to be rescued from under the river bed!

The second day started on my home territory with a tour of the Port of London Authority Port Control Room at Gravesend. The delegation were most impressed with the control systems we employ to manage the navigational safety of vessels in the Thames and left with details of our systems suppliers.

The visit was a fascinating contrast between the two countries and hopefully has built links that will enable us to work together in the future.

By Emily Thompson, North Western branch

Emily@livingcontinuity.co.uk

A MET Office weather warning for Cumbria, in May, saw more than 90 people gather in Carlisle to discuss the common issues faced by communities affected by flooding.

The morning session of the flood conference – sharing a voice to protect our communities – consisted of some thought-provoking presentation, firstly by Sue Cashmore, Chair of the Cockermouth Flood Action Group, whose house has flooded three times. But, Sue, however, doesn't class herself as a 'flood victim' or a 'flood survivor' but as someone who lives in a home which floods.

The audience warmed to Sue's experiences during 2005, 2008 and 2009 and murmurs of agreement could be heard amongst the



Emily Thompson and volunteers

“I’M NOT A FLOOD VICTIM – JUST SOMEONE WHO LIVES IN A HOME THAT FLOODS.”

Sue Cashmore

delegates. Sue described the problems left after the water recedes – the smell, the mess, the clean up! She shared her story and experiences of rebuilding her home while life carried on regardless, how she waded through the clean up as well as facing the many hurdles created by the organisations she and others needed to deal with to get their homes back – the loss assessors, the cowboys builders, reclamation companies that wanted to 'rip it all out', not to mention the insurance red tape to find a way to pay for it all.

Now Sue's focus is to get a co-ordinated message from interested parties to help others build their own personal resilience and see if there are ways that standard can be set for reclamation and rebuild of

properties affected by water.

Sue's presentation had strong echoes for many of the flood action groups represented on the day. They agreed there is a lot of anger about how national and private organisations deal with those who live in homes that flood, but this conference showed there is a willingness to channel the anger to create something positive by working together to address the issues faced by all.

It was a tough act to follow but Phil Younge, flood and coastal risk manager with the Environment Agency, was up next. Phil acknowledged that all the Government talk about the Big Society is already in action when we look at communities, particularly

rural communities, which have flooded.

He specifically mentioned the flood action groups that have been created in Morpeth, Hexham, Carlisle, Cockermouth and Keswick for the north of the country. All of these flood action groups were in attendance and three were part of the committee that arranged the conference.

Phil talked about preparedness, flood alert levels; the support the Environment Agency provides and how they work with communities to create flood defences that are developed in conjunction with, and supported by, the communities they are built in.

The Environment Agency is trying to stop water coming out of the river

and into houses and businesses in the communities – however their work focuses on river and coastal flooding.

Questions were raised about the surface water flooding issues that many areas have to deal with and it was highlighted that the Government has now initiated the Lead Local Flood Authorities (LLFA) to look at the issues around surface water flooding, but the ownership and role of these groups is still unclear. It will take time to understand how they will work, and how they will link into the good work already undertaken by local flood action groups. Currently councils have been given a grant from DEFRA to take on the LLFA responsibilities, but it is still unclear how this will relate to flooding risks and issues in areas prone to surface water flooding.

LLFAs are in the process of being set up around the country; their focus is to look at areas that are subjected to surface water flooding and how this type of flooding can be monitored, responded to and ideally reduced. There are many areas that suffer from the river and coastal flooding, which have been supported by the environment agency for a long time, but providing some way to support and improve the situation for properties that are affected by surface water is a great step forward.

David Crichton, a specialist in

insurance and flooding, talked to the delegates about how insurance organisations in England consider flooded properties and businesses and he shared his suggestions of best practice examples that are used in other countries. Some of his best examples came from Scotland and Canada.

David shared environmental information showing how the last 10 years have been getting warmer (higher than average temperatures) yet 2010 has been recorded as the coldest winter on record. Since 1998 there has been a major flood somewhere in the UK every year. This is a staggering statistic given that this frequency of significant flooding has never, given available data, occurred before. The delegates didn't need a reason to focus on the effects of flooding but this information showed this needs to be a high priority for any area, even those at low risk, and their emergency planning practitioners.

One fundamental issue for future flooding is that in England, planning applications can still be submitted and approved when the proposed building is on a flood plain. This was stopped in Scotland in 1994 and in Wales in 2004. Across the European Union the only other countries that allow new building work on flood plains are Turkey and Ireland. As emergency planners we need to work across our local and national Government structures to minimise the risks of emergency events



Stuart Burgess addresses the delegates to open the conference

occurring. Planning offices provide at least a starting point for cross silo working with our councils.

When we are looking at managing floods, or other predictable events, we have three options in how we can handle them: we can react to the problem, cross our fingers and hope that it won't happen again then plan our response when it does happen to deal with the mess, the devastation and disruption. Or we can begin to anticipate it, which is the status many areas are reaching across the UK. Anticipation, or readiness as I would call it, involves predictive work and liaison that is occurring across the UK between national organisations like the Environment Agency and local community groups such as our local flood action groups to understand the trigger points for flooding events and how to minimise the occurrence of reaching those trigger points. Emergency planners should be linking into these knowledgeable networks to ensure that readiness is built into our emergency planning arrangements. Over time we need to move to a situation where we actively manage the escalation process for floods or other significant events, this can be completed via close working with multi agency representatives to provide long term and sustainable options that significantly limit the opportunities for that sequence of events to occur. This doesn't



The panel organisers and a number of the delegates



The Environment Agency stand and staff

eliminate the need to have a response and recovery plan in place but it does reduce the number of times that there is a need to use it. Given that some areas in the north of England have flooded three times in 10 years there was agreement among the delegates that this would be the best long-term strategy.

Great ideas, but how can we begin to make these types of changes following the conference? These are the types of decisions made on a national and local Government platform. The organising committee for the conference – made up of three flood action group members, a housing association representative, an emergency planner, a representative of the Environment Agency and a representative from an organisation that supports the voluntary community recognised the most value we can create out of this conference was to ensure that some of our Government representatives were involved. Our last session of the day was a panel discussion. On our panel of six we had three Members of Parliament (Jamie Reed – Copeland and Keswick, Tony Cunningham – Workington, Rory Stewart – Penrith and Borders) as well as Phil Younge from the Environment Agency, David Crichton, insurance and flood specialist, and Brian Percival, a

chartered surveyor and mediator between those that have been flooded and insurance organisations. We asked our panel three questions.

First we asked about drainage – not the most exciting subject but the new Surface Water Management Act is not understood by flood action groups or emergency planners. Mr Reed acknowledged there needs to be a cohesive approach with legislation from Government, and this was long overdue. Tony Cunningham, who heads up a cross party group tackling flood issues, highlighted the need to work with and regularly meet stakeholder agencies such as water companies, local councils, highway agencies and cross-departmental groups to build the answers to these issues; it will not be a quick process.

Question two looked at the Environment Agency move towards payment for outcomes approach where local groups have to raise a significant amount towards building planned flood defences. The answer, such that it was, focused on looking at flood risk within communities and reducing the chance of damage to properties. There are also a number of organisations that can assist local groups with fundraising and grant applications. It was acknowledged that self-help won't solve all of the

problems in all of the areas but it can make a difference.

The questions then turned towards insurance and how to ensure that insurance is still available for properties in flood areas and how this is affecting people's ability to move, update mortgages or get a bank loan. There was some heated discussion about the way to get insurance companies to understand the issues and how to get Government to provide some assurance that properties that flood don't automatically get written off. There is a long way to go to reach any resolution on insurance but the process has started.

Rory Stewart raised the point that for all of the questions raised, the power is in the hands of the communities, and local residents whether in flood action groups or not. In order to progress concerns and issues residents should advise their MPs of specific issues and areas of concern so these can be given focus to be moved towards resolution.

There were many issues touched on at the conference and only a few could be fully discussed, but all delegates and guests took some positive messages with them. Our representative MPs will take questions to Parliament and our delegates are looking at forming a northern flood action group to provide a wider community for common issues and a greater voice to find ways to resolve those issues.

- *If you would like more information please contact Emily Thompson at the above email address.*

Emily Thompson MBCI, MEPS, has been working in emergency management and business continuity since the late 1990s. She started her working life working with Government organisations in New Zealand, looking at the seismic issues faced by the country and has now relocated back to her home county of Cumbria where she works as an independent emergency planner and continuity specialist.

CRITICAL FRIENDS ASSESS CORNWALL'S RECOVERY GUIDANCE

By Nick Brown, Recover Policy Manager, Civil Contingencies Secretariat
nick.brown@cabinet-office.x.gsi.gov.uk

LITTLE DID CORNWALL COUNCIL KNOW THAT JUST TWO MONTHS AFTER PUBLISHING ITS STRATEGIC RECOVERY GUIDANCE IT WOULD BE PUT TO THE TEST WHEN THE SOUTH WEST COUNTY WAS SEVERELY FLOODED

FOLLOWING the flooding, officials from Cornwall Council invited representatives from the Cabinet Office's Civil Contingencies Secretariat to act as a 'critical friend' by attending a de-brief and visiting the affected communities so that they might make suggestions as to how the Council's Recovery Guidance might be improved.

What happened?

On November 17th, 2010, mid-Cornwall experienced heavy and prolonged rainfall. After a series of Met Office Extreme Rainfall Alert Service advisories overnight, over 40mm of rain fell in the early hours of the morning (almost 80mm was recorded at one particular location). The intense rainfall fell on steep sided valleys, which generated rapid runoff and debris to cause blockages. This resulted in surface-water accumulation that quickly exceeded the carrying capacity of both natural and engineered drainage systems; leading to the disruption of major transport links and significant flooding in a number of communities; with the worst affected being Lostwithiel, Mevagissey, Pentewan and Par/St Blazey.

At 06:15 the flood was declared a major incident, as responders were faced with residents evacuating their homes, with businesses unable to open and with major road and rail links brought to a standstill.



That day, around 400 properties, including well over 100 businesses, were to be affected by the flooding.

Recovery strategy

As well as being involved in the multi-agency response phase, Cornwall Council was quick to realise that a comprehensive recovery strategy would also be required and set about identifying the key personnel and resources that would be needed. A Recovery Co-ordinating Group (RCG) was established and held its first meeting at 15:30 on the day of the flooding. The RCG recognised the need for a number of sub-groups to cover specific issues and six groups were established: community engagement, environment and infrastructure, business and economic recovery, health and welfare, finance and communications.

The formation of these groups was undoubtedly helped by having the LRF Strategic Recovery Guidance to hand (based on the national guidance), which had only recently been prepared by a senior member of the Council's Emergency Management Team.

The flooding certainly provided the opportunity to put the recovery guidance into practice.

Engagement with the communities

In addition to establishing the



six sub-groups, multi-agency flood clinics were set up in three of the affected communities within 12 hours; they handed out advice and guidance and offering reassurance to residents. Community meetings also took place the same evening and were generally viewed in a positive light. These clinics and community meetings were arranged by the Council's Community Network Managers, who, throughout the recovery provided a key interface between the Council's Emergency Management Officers and the communities themselves.

As the recovery efforts continued, Cornwall Council met with the Environment Agency and other stakeholders to capture data for the county's newly developed high-risk community flood plans. Residents and town and parish councils were also offered mentoring in flood planning, with a number of new plans now in development.

Assessing the recovery efforts

De-brief and visit to the communities

In order to assess the impact of the recovery efforts and whether the Strategic Recovery Guidance was sufficient, Cornwall Council decided to critically review the whole Recovery process. The Council invited representatives from both the Civil Contingencies Secretariat

(CCS) and Devon County Council to act as 'critical friends' who would assess the guidance and help identify any shortcomings or changes that would be useful going forward. To this end a recovery debrief was held in February with attendees drawn from the various agencies involved in the recovery process and included: Cornwall and Isles of Scilly Primary Care Trust, Cornwall Council, Cornwall Fire and Rescue Service, Devon and Cornwall Police, Environment Agency, Health Protection Agency and Parish Councils.

The debrief identified that follow-ups should be conducted with the communities in order to question how effective they felt the Council's actions and information had been throughout the recovery period. A fact finding tour, set up by the Council's Community Flood Recovery Groups, recently took place and the team from the CCS engaged with the communities to obtain their thoughts and views.

In discussions with the communities, the importance of the embedded role of the Council's Localism Team was apparent; the team worked alongside the Environment Agency and community groups on the ground in supporting local communities to help themselves.



Conclusion

The recovery effort was deemed an outstanding success by all those involved. Communities had been reassured that the Council was acting quickly and structures were put in place to enable issues to be addressed rapidly and effectively. In addition, the CCS identified a number of issues from which others could learn, and these are now being turned into case studies that the CCS will produce in consultation with the Council.

Overall the National Recovery Guidance provided an excellent starting point for the Local Resilience Forum working group to produce 'local' strategic guidance. When that was published it was initially believed that it would suffice as a complete plan for the Council. However during the actual recovery process it rapidly became apparent that additional 'template' documents were required, especially to capture and record policy decisions, strategic action plans and progress, together with detailed evidence

about properties affected. Therefore the Council created the forms which will become part of a Cornwall annex to the LRF plan.

The second major learning point was the large number of administrators required to support the RCG and its functional teams. As the recovery period is much more protracted than the response phase, finding and maintaining this additional support becomes critical as time wears on. If there is one lesson to share with others it is to identify, train and prepare those additional support staff in advance.

Six months on

Since the flooding, the communities have demonstrated a greater understanding of where and how to get help through a robust network of service providers, assisted by various voluntary and community organisations. There is evidence of significant resilience within the communities to withstand future flooding – which the communities themselves view as somewhat inevitable.

National Recovery Guidance

The CCS is always looking to build upon the range of case studies contained in the National Recovery Guidance and the Cornwall flooding has provided an opportunity to produce case studies in a number of areas.

In addition, responders have highlighted some areas where further guidance from Government would be welcome and these include: recovery from CBRN incidents, the role of the emergency services in the recovery process, financial support and funding for recovery and site clearance.

- If you are able to write a case study relating to a real life incident or in respect of an exercise, particularly on the areas identified above, the CCS would be very pleased to hear from you.
- National Recovery Guidance Website: www.cabinetoffice.gov.uk/content/national-recovery-guidance

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“Apparently the residents of my district [Uttlesford] are not aware of what to do in an emergency, nor are they aware of what my job entails. So I decided this year to take the bull by the horns and strike out into the community by inviting myself to various groups to speak. What ensued was a very interesting two hours of me being ever so slightly put in my place.”

LISA Lipscombe is a District Emergency Planning Officer for Uttlesford District Council and a member of the EPS' Eastern branch. Here she shares her story of an interesting afternoon at the local Disabilities Forum...

“I wanted to give the residents an idea of what I do, how the council helps them in an emergency and better still attempt to instil lessons about community resilience and how they could best help each other in a crisis.

“My first invitation came from the Disabilities Forum and I happily accepted deciding it a suitable challenge and I would be able to give guidance about what information they could have readily prepared in case of an emergency evacuation from their homes to a rest centre, or other nominated place of safety.

“Was I foolish enough to think this group, of what we would see and label as ‘vulnerable people’, would need to be guided on how to be organised? Absolutely not! I met a number of severely physically disabled wheelchair users, registered blind and deaf members of my community and Nessa, the beautiful and very well behaved guide dog, who I might add stole the majority of the attention!

“My initial wish was to look at some type of information form that would give the ‘rescuer’ a brief of the type of disability suffered, what medications are prescribed and kept, contact details for a carer or family member and any other specific requirements that would

make theirs, and our lives, easier. I had taken a template along with me in the hope it could be tweaked with their help and perhaps piloted in the group. I found out quickly that this was already the norm! So that was an easy fix, however what was discussed next was not quite so.

“One gentleman pointed out that he required his medication to be refrigerated and that once removed from the fridge, it had to be administered, via injection within a strict 10 minute timescale. No problem! Or is it? All of our chosen rest centre venues have catering facilities, it’s a requirement I look for, however many fridges are turned off until required. How long does it take to reach correct coolness? How can we guarantee its safety if it’s in the same fridge as 10 pints of milk and sandwich ingredients for 200? The person being evacuated needs to bring his medication with him, but how long is that process going to take before his medication can be placed into a fridge? I’d put money on it being longer than 10 minutes. So how can he best transport it, does he or I or anyone else have access to ‘cool packs’ and what temperature are they good for and for how long? So perhaps it’s easier to request a completely new prescription via the PCT emergency response.

“Among those I spoke to there were one or two who were severely physically disabled with no ability to help themselves in anyway and an honest conversation followed in which we agreed that their needs would be best met by specialist assistance and not in a local

authority rest centre. However there were some who, albeit in wheelchairs, did have some independence of movement to the upper body and would by their own admission, be happy to be brought into a rest centre, perhaps temporarily while awaiting further arrangements for their longer term care, we assumed they would have their wheelchairs with them of course, but would this actually be the case? If we had a ‘rising tide’ situation, then perhaps yes, but in an immediate evacuation, would we be seeing what we have on the news in previous years, two strapping fire officers or police officers carrying people between them, lifting them into transport to be whisked away to safety? Only then to be sat on a hard seat for what could be quite a long time.

“Nursing in a previous life, I am acutely aware of pressure sores and how quickly they can form and how quickly they become extremely nasty. Sitting on a hard surface for any length of time becomes uncomfortable for most people and we fidget, stretch, change position, get up and walk it off, but what if being able to stand or walk or even shift position is impossible for you? Again this was something I was asked to think about, along with the question: ‘are the disabled toilets big enough to manoeuvre a wheelchair around in, perhaps with a carer who might be required to assist?’ Truthfully I couldn’t answer that question and started to think that perhaps those with specific needs would have to be taken to a more suitable venue. But in a real

emergency, with time constraint and immediate action needed to help save lives or to keep people safe from harm, we would have to pull together and help those in the community who needed us, so we could very well end up with those in our rest centres that were of greater need of specialist assistance, at least for a while.

"Just when I thought we had exhausted all discussion, another curve ball was heading my way in the form of the adorable Nessa, the guide dog and the question of what would happen to her. Easy, I thought, we would immediately accept her into the rest centre, we accept guide dogs in all places other

a medical consideration in the form of allergy or exacerbating existing asthma problems and secondly, causing much emotional trauma to the blind person who relies upon his dog to be his eyes and faithful companion at a time when he needs it the most.

"And an even bigger curve ball came in the shape of the subject of CBRN and the question: 'if everyone had to be decontaminated, what would happen to my dog?' The owner was visibly disturbed at the thought of his dog being affected and immediately voiced his reaction to the thought of going through a very strange and intrusive procedure without hope of his dog with him. Again it's a case of the human

the animal, but just how much of an extra trauma would that be on the owner, not only does he have to go through decontamination process without being able to see it, he will then be forced to recover the ordeal, and ordeal it will undoubtedly be, without his dog, the one being who can anticipate his needs and is the closest to him at that time. I have been told that if we put the guide dog through the decontamination process it would be discriminative against all domestic pets, but surely we already positively discriminate when we allow guide dogs into places that we wouldn't other dogs and this is accepted by all as the norm?

"As a parting thought I'd like to leave you mulling over, we are instructed to carry out an Equalities Impact Assessment on all policies and procedures and quite rightly, but I realised that in my eagerness to treat everyone equally and accept them into my rest centre, I overlooked the simple fact that actually not all people can be treated the same and they do require a different approach to their care and wellbeing, just how we manage this in an emergency is probably going to be down to the people and the incident on the day."



domestic pets are banned from, so that wasn't a problem, unless we had asthma sufferers or pet fur allergies among the other many users of a rest centre! Would this mean we would need to isolate dog and owner, hardly fair or pleasant. Should we consider the human need over that of the dog? Well we have two aspects of human need here:

priority over that of the dog, but are there not some blurred edges here? The argument is that we have no idea what affect certain types of contaminate on an animal might be and that recovery from any contamination may not be possible as it would be in humans. In this case, I'd agree that we would have no choice but to 'deal' with

Lisa Lipscombe is a District Emergency Planning Officer at Uttlesford District Council. She has been in post for just over three years, a member of the EPS for a little over two, a member of the Human Aspect Group for just over 12 months and a team leader for the Crisis Support Team Essex for nearly five years. In her spare time she is a Community First Responder for the East of England Ambulance Trust.

Lisa has a passionate interest in people and human behaviour and she accomplished two years of counselling/ therapy training which feels supports her job especially within the humanitarian aspect it brings.

She has been married for 26 years and has two grown up sons. She enjoys cycling, reading, cooking, travel, art and history, especially historical buildings.

THE BUTTERFLY AND THE HERON



By Peter Bentley, Yorkshire & Humber branch

IT IS said that the flapping of a butterfly's wings can cause a ripple across the world. On March 11th, 2011, a rather large butterfly flapped her wings and the effect was felt everywhere. The earthquake and tsunami have been well documented and reported and there is no need for me to write over what many world experts have done so well. This is more a personal reflection on a trip to Japan recently to meet our Japanese colleagues. International Nuclear Services (INS) transports nuclear material across the globe, our biggest customer being Japan. We have five ships classified to the highest safety rating and the only shipper in the world capable of delivering Class 3 material.

The Pacific Heron in the title was scheduled to arrive in Japan on the week of March 11th; other factors delayed her sailing. Our ships are dedicated to the transportation of nuclear material and are classified by the International Maritime Organization (IMO) of the United Nations at its highest level of 'Class INF 3'. The 'INF Code' regulates shipments by sea of used (spent) fuel, plutonium and highly radioactive waste.

INS use Nuclear Services Company (NSC) of Japan to provide our emergency response capability in Japan. They are health physics specialists and as such have been deployed to Fukushima to assist with the clean up. As part of our response capability we store

equipment at Tokai and Tsuruga; this ensures coverage on both sides of the country

The equipment logistics store at Tokai disappeared under quite a small wave of approximately seven metres, this compromised our ability to respond to an incident and therefore the equipment has been deployed to Tokyo and a temporary store in land.

The cultural differences in how the Japanese respond to an event of this magnitude is clearly shown by their strong sense of community and allegiance to the workplace. NSC colleagues were working days in Tokyo and then going up to Fukushima to work a six hour shift, monitoring equipment and people. There is, of course, a very big anti-nuclear lobby in Japan and their concerns on the future are no different to ours, except they are in the hot zone and we are thousands of miles away. I was staying in Tokyo with my colleague Chris Taylor FEPS close to the TEPCO building; there was a huge police presence on the streets as there have been daily demonstrations, again done in a very polite and orderly manner.

My NSC colleagues related this story to me the day after the tsunami in the Dai-Ichi prefecture, police had reported instances of looting and robbery, there was wide placed



dismay at this and they were unhappy with what they viewed as high disrespect. The outcome of the story was that people were waiting for the shopkeeper and after a few hours their need for water and food was so high, they walked into the shop and took the items. The following day they returned to pay, full of apologies for taking something.



Families were being offered a room by friends in towns and villages close by the affected areas. The response to this was 'you have enough to worry about without me adding to your burden, I will look after my family'. I believe this nicely sums up their culture, not perfect by all means but an underlying respect for family and protocol.

A further outcome of events was after the initial evacuation of the area, animals, domestic and farm had been abandoned - families and farmers believing they would

be allowed to return the next day. This was of course not the case and now the countryside is littered with dead animals. Dogs in particular are now roaming in packs looking for food; work is underway to repatriate pets with owners as it will be many months before anyone is allowed to return. The animals have to be monitored for contamination, which adds another task to the already overworked health physicists.

Peter Bentley holds the position of Emergency Response Manager for International Nuclear Services.

He holds a MA in Civil Protection, a diploma in Management Studies, and a Post Graduate Certificate in education.

Peter is a Member of the Emergency Planning Society and Business Continuity Institute.

WHAT WOULD YOU DO IF A SUSPECTED TERRORIST ATTACK AFFECTED YOUR NEIGHBOURHOOD?

THAT was the question emergency and frontline staff asked themselves as they responded to a chaotic rush-hour car crash, chemical spill, toxic fumes, a burning family restaurant and possible global-scale disaster!

Thankfully, the nightmare scenario formed part of the important Operation Katrina II, organised to allow emergency services and frontline staff from organisations across Merthyr Tydfil and Rhondda Cynon Taf to test their emergency plans and processes.

Organised by Merthyr Tydfil Council, Operation Katrina II also involved Rhondda Cynon Taf Council, South Wales Police, South Wales Fire and Rescue Service, Cwm Taf Health Board, the voluntary sector, Welsh Water and more.

As well as putting those who would be in charge of saving and preserving life in the event of a real emergency through their paces, Operation Katrina II was also a chance to identify challenges that may be faced.

Rob Gough, Head of Local Resilience Unit at Merthyr Council, said: "To many, a terrorist incident is something that happens thousands of miles away but, the reality is we all need to bear in mind in mind it could happen anywhere and at any time.

"Terrorist activity has already been investigated in Rhondda Cynon Taf and the surrounding area and we, as with all local authorities, must remain vigilant at all times and ensure we have the knowledge, skills and confidence to respond to any such incident on behalf of our communities.

"Operation Katrina II follows on from

the successful event of the same name held last year, which proved to be so valuable that we held it again.

"It was a vital opportunity for partner agencies to come together and explore the issues they could face in an emergency incident and also test the plans we have in place.

"This should serve as an important reassurance to our communities that we are continually working behind the scenes to protect them."

DID YOU KNOW?

The largest EPS branch is London with 322 members

Hundreds of emergency and resilience professionals Planning Society's **CONDITION CRITICAL** Symposium were both housed under one roof

The joint event attracted professionals and students from across the UK who went a

The high-profile speakers at Condition Critical had delegates buzzing with ex
and perspectives to think on. And finally, the Resilience Awards cere

So let's hear from the people who went to **CONDITION CRITICAL**

"I'm going to have a STROP"

Simon Parr, Chief Constable of Cambridgeshire Constabulary,
Chair of ACPO Resilience.

*"I found myself feeling so angry and frustrated, when
I saw the beautiful historic buildings still standing in
Glasgow"*

Bob Parker, Mayor of Christchurch.

*"Click YES if you agree to the terms of conditions of this
site – well how many of you do that without reading it?
Come on, how many? I bet all of you, just to get the damn
page out of the way, but do you actually know what you
are signing up to?"*

Ed Gibson, Director of Pricewaterhouse Coopers, (Former FBI
Agent).

**THESE are just a few of the memorable quotes
that stick in Jacqui's mind from this year's
Symposium. It is an immense challenge to
try to do justice to the event by writing a few
paragraphs for Resilience but here, Jacqui offers
you, the readers, a taste of what she thinks was
one of the most exceptional events the EPS has
ever delivered.**

By Jacqui Semple, EPS Director

Jacqui.semple@the-eps.org

A bit of background before I start; this year the
planning team decided to try a different model and
approach, much of this based on feedback from
previous events, an ever changing landscape and
consideration of the broad range of members within
the EPS. The vision was to produce a learning and
development programme that would focus on enhancing

the skills and knowledge of resilience professionals,
offer the opportunity to learn from recent events and
emergencies, promote taster sessions in a range of
soft skills and, importantly, provide master-classes
from a number of experts. All this to be achieved
within budget and, imperatively, would offer value for
money for the delegate in times of fiscal austerity.
So, no pressure then! And on top off all that we also
added in some academic sessions 'bridging the gap'
between practitioners and academics and encouraging
undergraduate students to attend.

For the first time this year we had a media presence in
the shape of our very own Media and Communications
Officer, Sam Mendez, who co-ordinated the great
media coverage and exposure of the event! We also
had our very own internal media team lead by South
Western branch member Ian Cameron, of Cameron,
Wade and Whitbread, who did interviews, snap shots
of speakers, and captured lots of video and footage for
the production of podcasts which will be uploaded to our
new website later this year. Everywhere I looked there
was a camera at the ready! For those of you in Scotland
you may have caught my claim to fame on the Reporting
Scotland News (Hollywood beckons!). In addition,
three of our speakers were also on Newsnight and Bob
Parker was on the radio breakfast show, which gave
tremendous exposure to the event and our key themes.

So a mix of plenary and individual sessions were
developed and what a great line up; something for
every professional whether it be emergency service,
NHS, local authority, private, voluntary, government or
business; the 'pick & mix' approach was launched. It
would be impossible for me touch on each speaker and
do them justice so I will pick some highlights, some
quotes and five key messages that were highlighted
based on our theme: **CONDITION CRITICAL**.

CONDITION:CRITICAL

Delegates descended on Glasgow for the Emergency Symposium and the Emergency Scotland Exhibition which ran on the roof for two days in July.

Away from the Symposium with a new sense of passion for the resilience profession. Excitement after each session, and the plenary sessions gave people new ideas. Many saw almost 300 attendees gather to congratulate the winners.

CONDITION:CRITICAL (word has it it was the EPS' best event to date...)

So day one commenced, chaired by our **Honorary President, Alan Goodwin**, Deputy Chief Constable of Derbyshire Constabulary. Our first speaker and keynote address was **Bob Parker, Mayor of Christchurch**, who eloquently and passionately, through the power of speech and video visuals, gave a moving and emotional account of the impact of the earthquakes to hit his city in September 2010 and February 2011,

notwithstanding the aftershocks that have been felt before, during and after both quakes. You could hear a pin drop as the Mayor delivered his message; the impact on the Christchurch communities should not be underestimated, nor the power of the communities to be able to rally and help each other. Families lost loved ones, their homes, their businesses their livelihoods; the healing process is one that will take



Mayor of Christchurch, NZ, Bob Parker

some considerable time as will the recovery and regeneration of the City of Christchurch and its people. Mayor Parker's comments on seeing the historic buildings in Glasgow re-opened wounds and reminds us that recovery is timeless; rebuilding a city is much more than bricks and mortar, it is rebuilding of lives, families, confidence, communities, economy, the infrastructure and importantly the future. Many people lost loved ones; this presentation touched my heart and gave me so much to think about in terms of recovery and what it means. Thank you, Mayor Parker, for telling us your story.

Next we touched on the geomagnetic storm - what does it mean? How will it affect us? What should we be preparing for? **Professor Mike Hapgood, Head of Space Environment Group, RAL Space**, gave a really good insight into the science and what it means, and how it relates to our everyday living. Scary stuff, the impact of a geomagnetic, solar flare, extreme weather event although rare is extremely dangerous. Our infrastructure is so dependent on power that we would be paralysed on the impact of nature's electromagnetic hazard. There is much more to be developed in this sphere, particularly at Government level - watch this space!

Not forgetting our nuclear speakers: **Dr Andrew Spurr, EDF Energy**, who gave a fascinating insight into the nuclear industry and associated issues and **Dr Paddy Regan, University of Surrey**, addressed some urban myths in terms of the information that was being reported in respect of the Fukushima Plant and the misinformation that created havoc for those responding and aiding the recovery process in Japan. It highlights, yet again, the power of the media and the importance of accuracy of information which can otherwise hinder and influence the response from agencies.

Edward Gibson, Pricewaterhouse Cooper and former FBI agent, gave a fabulous, serious and humorous presentation on cyber threats. Oh my goodness it's all coming back to me now; if you use the internet (we all do), you all

thought your anti-virus and spyware would really protect you...well think again. Every time you open your broadband it is susceptible to be hacked, monitored, spammed, oh and by the way someone else could be using it even if it is secured. I just remembered that if I am on the internet on my laptop and I have a webcam, I can be seen (the mind boggles) I will never again sit with inappropriate clothing (or no clothing) in front of my web cam; big brother is watching you, yes really! Edward's quote at the start of my report refers to the 'I agree' clause every time we download an application on our phone and software on our computers; do you actually know what you are agreeing to? No we don't. Do you read it? Most of us don't. Do you know where the data goes that you agree to when you tick the box? Think about it! Everything we do can be accessed, so the message from Edward is - be safe, think about what you share, how you share it and who you share it with!

Later on day one the plenary sessions covered more on New Zealand and Japan including regeneration, recovery, medical support and nuclear issues. **Eric Ouannes, Médecins Sans Frontières**, reminded us that support and counselling of the thousands of people affected by the earthquake and tsunami in Japan, is on-going and will be for many years; Japanese people by their nature are resilient, they practise for earthquakes and educate their children in schools from an early age. The impact of the tsunami has been catastrophic, yet they are resilient and want to help themselves to recover. They do not find it easy to share their feelings, however many people are seeking help and support to aid their recovery. This was also highlighted by **Dr David Johnston, Joint Centre for Disaster Research, New Zealand**, who confirmed the social and economical impact on communities in Christchurch has been colossal, further complicated by the impact on their infrastructure. **David Brunson, Resilient Organisations Research Programme**, detailed the range of challenges in dealing with unsafe buildings, zones which

are inaccessible, and the planning that is underway in terms of the type of design and structure for rebuilding the city. No mean feat and the community voice is pivotal in supporting the recovery process.

The rest of the sessions throughout day one were allocated to range of topics in workshop format: Moat - a case study, a master class on risk, an expert insight into the use of social media, transferable skills on decision making, and leadership and learning in disaster management.

At the end of the first day it was evident there was much to talk about; I was buzzing, my mind working overtime, but I had a real sense of being re-energised and so much pride in our profession. There was a definite wow factor. There was so much more I wanted to know but so little time to ask questions, so much packed into a day, maybe too much!

So, it was off to get the 'gladrags' on - the formal Resilience Awards Ceremony and dinner approached and a girl needs time to get ready! A fantastic evening, great company and networking with peers and fabulous awards presented by **David Hayman**. The EPS chose to support David's charity Spirit Aid this year, and we were delighted when he agreed to host the awards. Thanks to the generosity of our delegates, speakers and invited guests we raised the grand sum of £1,321 to support the tireless work that the charity undertakes at home and abroad.

To find out who the winners of the Resilience Awards were turn to page 27.

Day two commenced, chaired by **Marc Beveridge, Chair of the EPS**, with the keynote address from **Christina Scott, Director, Civil Contingencies Secretariat**. Christina gave an overview of the current landscape, the key priorities, risks and threats and the way ahead for the next few years - challenging times ahead when you consider the erosion of our roles, reducing budgets and reform of national organisations.

Simon Parr, Chief Constable of Cambridgeshire Constabulary and Chair of ACPO Resilience,

delivered one of the most refreshing, challenging, truthful and hard hitting presentations of the symposium. His message was quite clear and sent a warning shot across the bows of Government and those who hold the purse strings. Simon acknowledged there are real opportunities for working in more creative and innovative ways, however, this cannot be sustained indefinitely and the scenario we find ourselves in is that of the continuation of significant additional demands, elevated expectations from those in authority and our communities, the continued beating of the drum in relation to doing more with less and the expectation that organisations will have the same capacity to respond and recover! There is a real danger that "pulling out the stops because it is what we do and do it well" is unsustainable in times of austerity and we cannot continue to be expected to provide the same service with fewer resources and, importantly, the erosion of our expertise. We all know we will work damn hard to make sure we do our job and undertake our roles with professionalism, however, how long can we do this for in the current climate? And it is only going to get worse? It might not be the next 'big thing' that makes the powers-that-be sit up and take note, but how long will it take before an emergency with catastrophic consequences occurs for them to realise we are in **CONDITION•CRITICAL?**

I wanted to stand up and shout from the rooftops "Hallelujah" after hearing Simon's presentation - hats off, gloves off; the EPS needs to be shouting loudly that we cannot allow this to continue! Watch this space! Simon's STROP, in case you were wondering, was an acknowledgement of:

Strengths Threats Risks
Opportunities Positives

More workshop sessions on day two but too many to name, but needless to say the 'pick & mix' options worked well, with an abundance of subjects to choose from.

Our final plenary sessions were from **Paul Fenton, Resilience Manager at Southern Water**

and Chair of Water (UK) and Peter Midgley MBE, Exercise Watermark Project Executive, Environment Agency. Both speakers gave a good overview of the issues from the perspective of water issues, in particular drought and the challenges. Watermark produced a number of key areas where improvements need to be made and further work undertaken at government and local levels in terms of preparedness. Critical dependencies and interdependencies on power and water; we have much to think about!

So we come to the end of our two days; I have not captured all that I would want to, however, in the absence of writing War and Peace I hope I have given you a flavour of the event. My thanks to all of the team who worked on the event for making it one of the best yet!

So what do I think are the top five key messages?

Key messages:

1. Communication: with each other, communities and not forgetting the biggie - cyber space!
2. Don't underestimate the power of humanity within our communities, their voice, and their future!
3. Whether it is an earthquake or other emergency that impacts a community, the fundamental principles of response and recovery are the same. We can learn much from each other from across the globe - what worked well and what didn't? As Professor Donald Kettl, University of Pennsylvania, said: "The worst is yet to come if we don't learn the lessons and do something about them!"
4. The future we face looks different; what has been and is 'our space' and how do we maintain it? We can do much to be creative and innovative however we need to have a STROP as defined by Simon Parr
5. The Next Big Thing - who is dependent on whom?

Members Upgrade

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

Iain Dell	Southern
Peter Davis	South Western
Norman McPhail	North Western
Bob Adsett	Yorkshire and Humber
Claire Bradley	R O I

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

Nick Paige	South Eastern
Lisabeth Jones	South Western
Nigel Walker	West Midlands
Laurence Fitt-Savage	Eastern
Natalie Phillips	Welsh
Neil Hamlyn	South Western
Katie Speed	Yorkshire&Humber
Tracey Pitt	Northern
Helen Hinds	Northern
Kevin Jones	Eastern
Robin Derry	Yorkshire&Humber
Alex Howie	South Western
Maureen Bradley	London
Tom Cowdrey	North Western
Alison Whitley	Eastern
Alison Ingleby	East Midlands
Catherine Nally	North Western
David McClory	London
Chloe Sellwood	London
Joe Minton	Yorkshire&Humber
Merlyn Demaine	London
Oliver Brown	South Eastern
Iain Cameron	South Western
David Bird	West Midlands
Alistair Smith	South Eastern
William Boag	Scottish
Stuart Wersby	Yorkshire and Humber
Richard Screen	South Western
John Wye	South Eastern
Kevan Hensby	Yorkshire and Humber
Dianne Donald	Scottish
Richard Home	South Western
Laura Edlington	East Midlands
Cliff Robins	East Midlands
Stephen Parker	East Midlands
Rimon Than	South Western
Simon Wilkins	South Western
Maria Griffin	South Western
Linda Coates	South Western
Bob Simpson	South Eastern
Paul Stevens	South Western
Steven Yates	London
Jan Davis	Eastern
Jamie Stevens	South Western
Declan O'Brien	R O I
Rob Lacey	South Western
Ian Townsend	East Midlands
Leanne Hunt	East Midlands
Charles Murton	South Western
Steve Wilson	York & Humber
Paraic Kelly	R O I
Michael Killoran	South Western
Lisa Corbridge	York & Humber
Miles Himsworth	York & Humber
Martin Rocks	York & Humber
Chris Abbott	Southern
Kevin Latham	Eastern
Robert Stevenson	Northern

EMERGENCY AND RESILIENCE PROFESSIONALS UNITE IN GLASGOW



Emergency and resilience professionals from the length and breadth of Scotland, as well as from across the UK, united at a brand new event held at The Scottish Exhibition and Conference Centre in Glasgow, 5-6 July.

The new exhibition, Emergency Scotland 2011, took place alongside the EPS Resilience Symposium: Condition Critical 2011, bringing emergency and resilience professionals together under one roof.

Emergency Scotland 2011 featured some 120 exhibitors and over 1,000 visitors attended the exhibition over the course of the two days.

David Brown, Show Organiser for Emergency

Scotland 2011, said: "We are delighted that the first Emergency Scotland 2011 exhibition has been well received by visitors, exhibitors and Symposium delegates. As well as allowing exhibitors the chance to showcase their latest products and services, the exhibition provided an ideal way for resilience and emergency professionals to discuss co-operation, ideas and initiatives, as well as learn from each other in preparation for both planned and unplanned events."

Following on from the success of July's event, David and his team are already preparing for the Emergency Services Show and Conference in November at Stoneleigh.



Calling all resilience professionals

From oil refinery explosions to flooding and forest fires, the UK has dealt with a whole host of manmade incidents and natural disasters over the past year. With the Olympic Games fast approaching and the threat of terrorist attacks ever looming, these events place a tremendous strain on emergency planners and responders and provide a natural wake up call to the emergency and resilience industry to ensure correct plans and procedures are in place as preparation is vital.

To ensure effective plans can be made to protect the UK from threats, both natural and manmade, communication between the parties who play a critical part in emergency planning and response is vital, however, making the time to facilitate this networking can be hard.

The Emergency Services Show and Conference 2011, promotes multiagency collaboration by bringing together everyone involved in emergency situations. With over 380 exhibitors and approximately 4,000 visitors attending the successful show last year, the Emergency Services Show and Conference 2011 is one of the key events for anyone involved in emergency planning, response or recovery, both in the UK and abroad.

This year's show and conference will be taking place on Wednesday 23rd and Thursday 24th November at Stoneleigh Park, Coventry; following recent national and global

emergencies, the Emergency Services Show and Conference 2011 is proving more relevant than ever.

Doing more with less

At a time when budgets are being squeezed, this FREE to attend exhibition provides the perfect opportunity for visitors to research methods of 'doing more with less' funds. Visitors will be able to speak to exhibitors about how they may operate more effectively and efficiently, thereby resulting in the highly desirable outcome of "more for less".

David Brown, said: "In these uncertain times it is more important than ever for all emergency professionals and associated agencies to communicate with one another, this may allow resources to be shared and budgets to be maximised. The Emergency Services Show offers the unique opportunity to meet with specialist equipment and service suppliers from the UK and abroad to facilitate mutually beneficial buying arrangements and discuss new important innovations and products."

Endless opportunities

Exhibitors will be displaying all manner of products and services including: personnel protective equipment, communications and IT, first response equipment, station equipment, training and education, vehicles and vehicle equipment, business continuity and outsourcing.

David added: "As well as allowing exhibitors to showcase their

latest products and services, the exhibition provides an ideal way for professionals to discuss co-operation, ideas and initiatives and learn from each other in preparation for major events taking place over the coming years or prepare for the unexpected."

There will also be approximately 100 end users exhibiting within the Emergency Response Zone. This zone (essential for operational staff and emergency planning officers) is made up of Category 1 and 2 Responders, professional, Government and voluntary organisations. The Emergency Planning Society, British Red Cross and the Health Protection Agency are just a few of the organisations exhibiting in this specialist area. There is also a dedicated UK Search and Rescue Zone.

Conference

The show's high-profile conference is delivered in tandem with the exhibition and this year will facilitate professionals to discuss the latest industry news, developments and strategic advances, as well as hearing about lessons learnt and new initiatives affecting them. The programme is set to offer delegates an informative couple of days both for personnel development and their organisations.

- To register for your free visitor pass or to learn more about attending or exhibiting at Show visit: www.emergencyuk.com

View all the photos from the event at:
www.profilephotography.co.uk
username: eps@profilephotography.co.uk
password: 04/07/11

WHAT WAS YOUR EXPERIENCE OF THE EPS' CONDITION CRITICAL RESILIENCE SYMPOSIUM?



"I think it started off excellent and it only got better. Lucy Easthope's presentation was really thought-provoking and the Mayor of Christchurch's session was very good. They were two of the best presentations I have ever seen."

Steve Scully
Kent County Council



"I thought it was excellent but I wasn't overly enamoured by the sales pitches at the end of the Tuesday morning. And I think we did miss some opportunities for networking, as well as not having enough time for debate at the end of the sessions. However, the speaker level was excellent and they gave us many things to think about."

Jon Wort
Chippenham, Associate Lecturer at the Emergency Planning College



"The last two sessions on Tuesday morning were really useful in helping you to think out of the box. I'm self-employed so funded myself to come to the Symposium, it's also a day out of the office. So it's a day's loss versus the benefits of the Symposium and to me it's been worth every penny. It's been a great mix of masterclasses and good speakers all with a common theme running across the board."

Louise Cadle
Independent consultant in Portsmouth



"It's been a really good exposition of the challenges people face and a chance for people to compare ideas and how we are going to move forward in this field, in this time."

Lucy Easthope
Centre for Death and Society at the University of Bath



"It's been fantastic, I've really enjoyed the presentations and I found Monday morning's presentations, especially Bob Parker's, very moving. I've also enjoyed the workshops and from my own perspective I've learned something new. I've been doing this since 2000 and 11 years on I feel I have got something out of the Symposium. It's been one of the best conferences I've ever been to."

Chris Samuel
Cheshire East and West Councils



AND THE WINNER IS...



IT WAS a record year for nominations for the Emergency Planning Society Resilience Awards with 32 entries being shortlisted for consideration by the judging panel.

It took the judges – Marc Beveridge, Chair of the EPS, John Liddell, Company Secretary, David Cloake, Chair of the Council, Alan Goodwin, Honorary President of the EPS, Julian May, Managing Consultant for Glen Abbot, Kathy Settle, Deputy Director Local Response Capability, Civil Contingencies Secretariat, Cabinet Office, and David Brown, Show Organiser, Emergency Services (MMC) Ltd – a whole day to read through and debate the entrants before finally picking the winners.

The successful nominees were presented with their awards at the EPS' glamorous black tie awards ceremony and dinner on the evening of July 5th.

More than 270 guests attended the prestigious event at the Crowne Plaza which was hosted by prolific Scottish actor David Hayman.

David, who is well known for his role as Detective Chief Superintendent Mike Walker in Lynda LaPlante's *Trial and Retribution*, presented the awards and attended as the representative for the EPS' chosen charity this year – Spirit Aid, which he set up in 2001.

The atmosphere was electric as the deserved winners took to the stage to collect their glass awards. And in case you missed it, here are the winners:

Resilience Planner of the Year



Gary Locker
City of London Corporation

"It's a nice personal achievement, as well as an achievement for the City of London Corporation. I'm very pleased and surprised!"

Resilience Team of the Year **Lincolnshire Resilience Forum's Training and Exercising Project Team**

Chair of the LRF, Richard Crompton from Lincolnshire Police, said:

"Our success really reflects the commitment to this work that all partners made in 2008 in setting out clear objectives and working incredibly hard to meet them."



Most Innovative Product of the Year



Telsphere Ltd
Emergency Rest Centre Programme

"All at Telsphere are thrilled with this award. Innovation is a tough one, but to get some recognition from people who actually know what they are doing is blinking brilliant!"

Highly Commended



What the judges had to say...

"Lincolnshire Resilience Forum's East Coast Inundation Group spearheaded an ambitious programme of work to identify and address gaps in emergency planning and practitioner understanding of one of the top risks identified in the National Risk Assessment process. They have helped to drive work forward at National level, making a significant contribution to flood resilience."

"Suffolk Resilience Forum's Working on Wednesdays team have developed a concept that is genius in its simplicity; delivering a unique working system within a LRF that has been embraced by all Category 1 and 2 responders. It has embedded a 'one team concept' enabling a maximisation of resource, time and effort. More importantly, it's a model that can be deployed throughout the county replicating the same effects."

"Nottinghamshire and Essex County Councils' Developing Community Resilience Through Schools Project has led in the development of a ground-breaking project aimed at securing the resilience of our educational institutions. More importantly, building national capability by harnessing the skills, passion and commitment of responders to develop a suite of products aimed at teaching future generations to become more resilient citizens."

"Chris Godsmark has looked very carefully at an area where there is a real possibility of something slipping through the net. The 'something' in this case being a vulnerable person coming into care within the NHS community service organisations. Chris performs a rigorous analysis of the definition of vulnerable, of how this relates to the guidance placed by the UK Government on NHS practitioners, of how this stands with respect to the Civil Contingencies Act requirements, and indeed of the term vulnerable itself."

Vector Command Ltd Training and Exercising Version 2

"We are delighted to receive this high commendation from the EPS for the innovative capability delivered by our Training & Exercising System software."

Emergency Planning Initiative of the Year



**Claire Bradley, JP Morgan Chase,
Local Interest Group**

"It was an unexpected pleasure to be nominated for the award and honour to win for my work with the Local Interest Group in the Irish Financial Services Centre."

Highly Commended



Shetland Islands Council and Plan B Consulting

Charlie Maclean-Bristol MBCI FEPS, Director of PlanB Consulting, said: "We were very pleased the judges have recognised that by working together, Shetland Island Council and PlanB Consulting have provided a product which meets the needs of the Civil Contingencies Act, is easy to use and has very little on-going cost."

National Capability Award



Lincolnshire Resilience Forum's East Coast Inundation Group

David Powell, Head of Emergency Planning in Lincolnshire, said: "Our approach to Exercise Watermark showed just how far we have come in delivering a week of excellent training and learning opportunities. I am delighted we have received such recognition from the EPS and Cabinet Office."

Innovation in Resilience Award



Suffolk Resilience Forum – Working on Wednesdays (WoW)

Steven Henthorn, Suffolk Resilience Forum Partnership Manager, said: "We have been developing this new style of working for some time and we are pleased to have won the award. It shows us that all the hard work has been brought into fruition, and has paid off."

DID YOU KNOW?

**The smallest branch
is International with
16 members**

National Policy Award



Essex and Nottinghamshire County Councils' Schools Resilience Project

"The Nottinghamshire EP Team was thrilled to receive this wonderful accolade, and proud to have been part of this worthwhile project."

Glen Abbot Award



Chris Godsmark, BSc first-class honors in Disaster Management and Emergency Planning

"I would like to say a big thank you to Glen Abbot and the EPS for choosing me for this award and for their hospitality at the awards ceremony. The award allows students the chance to receive recognition from the EPS; this will help to give me the best possible start to my career, for which I am very grateful."

Professional Development Award



Jeanette McFarlane The Moray Council

"I was delighted to be shortlisted, so to receive the award was a real honour. I hope that receiving this award will present the opportunity to raise the profile of business continuity within the Council and community partners in Moray and our SCG."

Below: All the awards winners take a photo call.



What the judges had to say...

"Building partnerships is based on trust, credibility and a shared common belief in the outcome Claire Bradley, JP Morgan Chase, Local Interest Group, has implemented an initiative based these values which has led to the development and delivery of a forum between the business community, public sector organisations, Voluntary sectors, a professional body and academia. Building stronger business, community and personal resilience."

"Jeanette McFarlane enrolled in the Professional Development Award with the intention of using past experiences and current job role, combined with the course learning, to help develop service delivery methods aiming to provide improvement in the organisations resilience functions at all levels. The judges were particularly impressed with the broad approach she took to resilience demonstrated by an action plan that provided a number of practical and deliverable outcomes."

"Managing information during an emergency is a key element to ensuring an effective response for all organisations regardless of sector involved. Managing and processing this information becomes even more of a challenge when it involves people directly and indirectly affected by the incident. Telsphere Ltd – Emergency Rest Centre Program has developed a simple yet highly adaptable, robust yet easy to use solution to this issue."

"Embracing an innovative approach to a local risk, Lincolnshire Resilience Forum's Training and Exercising Project Team delivered a wide-ranging suite of products to businesses, the local community and the other resilience partners. They achieved this by harnessing the expertise, passion, commitment and skills of the entire team."

"Gary Locker has strived for excellence in our profession, a larger than life character who utilises his skills, passion and experience to promote resilience in one of the most challenging areas of Europe - the square mile of the City of London."

NEW FACES ON THE BOARD OF DIRECTORS



From left to right: Helen Hinds, Chris Spry, Jacqui Semple, and Sanda Petakovic

WE HAVE bid a fond farewell to a number of Directors over the past few months – Harry Whan, Mike Lees and Alan Gardner all stood down in the past 12 months.

Sally Brown, Director of Training and Events, chose not to stand for re-election at the AGM on July 4th after three years in the role.

And the final person we waved goodbye to was the Company Secretary, John Liddell, who retired at the AGM.

The EPS would like to extend its greatest thanks and best wishes to all and wish them the very best of luck for the future.

With four Director roles up for grabs the members of the EPS had the pleasure of welcoming aboard four new Directors who are all stepping up to the mark with new ideas and directions for the Society.

Jacqui Semple, Helen Hinds, Sanda Petakovic and Chris Spry have all

been voted onto the board, and here we can learn a little bit more about what they have in store...

Jacqui Semple

"I am delighted to be joining the Emergency Planning Society board. Having been actively involved in the Scottish Branch as Vice Chair and Chair respectively, I am sad to be 'leaving' the Branch Executive; however, I see this as the next logical step in terms of my input and commitment to the EPS.

"I am extremely enthusiastic and bring to the table a myriad of skills, knowledge and experience from a range of roles including 14 years in social services and 10 years within the resilience profession, with qualifications in management, emergency planning and presently approaching the second year of an MSc in Health, Safety & Risk, at Robert Gordon University, Aberdeen.

"I am committed to building on the good work already achieved within the Society, however equally

recognise that we cannot stand still nor be complacent. We are already facing challenging times of fiscal austerity and the road ahead continues to be a rocky one, however it is one that I believe strongly that we can and should influence; doing more with less, being creative and innovative in our approach to resilience and importantly ensuring that we continue to strive to promote resilience within our organisations and beyond, in other words we must ensure that it remains at the top of the agenda.

"The EPS has a critical role to play as the professional association; I look forward to contributing to that work, our vision and importantly ensuring that our business focus remains to the fore.

"I look forward to working with you all and I leave you with a final thought and one that we developed for the Scottish Branch: The EPS is here for you; it's your voice and your future.

Helen Hinds

"I am delighted to be taking up a role on the Board of Directors as I believe it is important that the Society provides a strong voice for all of the individual members it represents.

"Over the past few years the Society has become a voice that Government listens to and it is important that this continues to grow and be maintained. However, for this to be effective the Board needs to understand the concerns and opinions of the membership and the membership needs to see very clearly what the Board is doing on their behalf.

"During my term I will work to improve the two way communication in the Society so members really understand some of the currently slightly hidden benefits that being a member brings. I look forward to working with all of my colleagues to achieve this."

Sanda Petakovic

"I want the Society to be regarded as the premier association by its members and respected in the world of resilience as the organisation with a vision and capability to influence the profession.

"Building on the Society's existing achievements, I am committed to working for the Society in continuing in being a strong voice and support for its members.

"I am currently a Senior Emergency Management Officer with Surrey County Council with responsibility for training and exercising, but as of August 30th I will be taking up my new role as Managing Consultant with Nationwide, responsible for Business Continuity.

"Prior to joining Surrey County Council, I worked with West Berkshire District, Swedish Civil Contingencies Agency and NGOs.

"In addition to experience in Business Resilience sector, I've got the odd university degree (Political Science, Crisis Management) and I'm also a keen technical diver!"

Chris Spry

"I was really pleased to be nominated for a director's role in the

EPS. I have been a member of the Society for 14 years; three years as chairman of the East Midlands Branch and I have seen many changes in that time.

"My passion for the Society has not waned over the years; in fact it has increased as we approach a time where competency in what you do says more about you than paper qualifications. My vision is for employers to know that having membership of the Society is enough to know that the person is competent as an emergency planner and I will be looking at keeping value for the members.

I am looking forward to serving the membership in my new capacity.

"I joined Northamptonshire County Council emergency planning in 1997 from their Planning and Transport Directorate where I was the Principal Rights of Way Officer.

Since joining emergency planning I have had responsibility for writing the county plan, being the county representative in gold and silver groups in live major incidents including the floods of 1998, Princess Diana's funeral cortege, fire fighters' strike and foot and mouth to name a few. I have also represented emergency planning at other planning groups.

"In 2005 I was promoted to team leader where I have established working partnerships with the district and borough councils to a service level agreement. I have managerial experience and have managed teams of up to 12 people when working in a multiagency arena has proved to be a very efficient way to work.

We are now working with various groups to increase community resilience at a local level.

Some of my responsibilities during this time were to represent the county at Government Offices.

"I was elected the chairman of the East Midlands Branch of the EPS in 2008 and have held that post for three years. I am a graduate of Coventry University and was awarded the Diploma in Emergency Planning from in 2002."

Events 2011

Fire Related Research & Developments (RE11)

Fire Service College, Moreton in Marsh, November 17th

RE11 is an annual conference showcasing latest initiatives informed by cutting edge research. Although originally initiated to showcase fire-related research and developments, the projects highlighted reflect the drive towards partnership working and multiagency initiatives aimed at addressing all aspects of emergency planning, training, exercising and response within the broader context of community safety and resilience.

For more information and to book visit: www.eventsforce.net/ife/re11/home

UK Resilience 2011

Queen Elizabeth II Conference Centre, Westminster, London, November 22nd

The event is a companion series to the Govnet's Civil Contingencies conferences, which are the UK's premier annual forums for emergency response and risk mitigation specialists. This conference will bring together over 400 managers and executives from across the UK as well as high profile speakers and over 20 service supply organisations. EPS Chair, Marc Beveridge, is giving a keynote address on building operational flexibility and strengthening organisational resilience through a focus on the core competences of resilience.

For more information visit: <http://www.govnet.co.uk/events/listing>

Business Resilience in the Supply Chain

Madejski Stadium, Reading, September 14th.

A not to be missed, exciting and unique conference which brings together the core elements upon which the resilience of any organisation is built, packed with high-quality speakers who present their personal knowledge, experiences and expertise for the benefit of all delegates. The conference, which follows on from its highly successful inaugural year, has been purposely created as a low cost yet high value event to meet the restricted budgets of 2011. EPS members receive a 10% discount on the final conference rate. Normal delegate price is £195 (+VAT). For more information visit: www.briscc2011.com/

AT A GLANCE

The Directors' Report 2011

- Our long-term strategic objective is to apply to the Privy Council for Chartered Institute Status by May 2013.
- Many members have fully embraced the online CPD scheme, although we are aware that a number of members are still experiencing some technical problems; we are continuing to resolve these in consultation with Tibus.
- Good progress is being made towards establishing recognition/transferability of CPD a number of stakeholder organisations including the Risk Federation partners.
- Some **39 courses**, by **8 training providers**, have been accredited under our Training Endorsement Scheme, and four exercises have received accreditation.
- Zest Buzz Ltd has been appointed to provide training events for members over the next year.
- Stretched target of **5,000** members by **June 2013** - we recently broke through the 2,400 ceiling for the first time, and applications are arriving daily.
- Over the past year **112** members have been upgraded from **Associate to Member** and **10** members upgraded from **Member to Fellow**.
- The Education Standards Group has reviewed its composition and terms of reference, which have been accepted by the Board. The group, chaired by Eve Coles, will now be known as the **Education Committee** and will report to the Board.
- Student forums have been set up in several branches and are proving valuable in the recruitment and retention of young, enthusiastic members.
- A successful development workshop took place at Easingwold in early 2011, between Branches, PWGs, the Board and EPS staff. Positive outputs included defining the role of Council, developing a mentoring scheme and our new promotional leaflet.
- We have appointed a full-time Media & Communications Officer, Sam Mendez, who works at the Head Office in Cardiff.
- We have brought Resilience magazine in-house.
- We have appointed the multi-award-winning, creative digital agency Selesti to rebuild the EPS website.
- We have embraced the use of social media for the EPS through Twitter 'TheEPS1' and LinkedIn 'The Emergency Planning Society'. A news link has also been added to our website.
- A strong voice for the Society is crucial and we are regularly represented by our Chair at 'Top Table' meetings with Civil Contingencies Secretariat (CCS), Local Government Association (LGA), Society Of Local Authority Chief Executives (SOLACE), Scottish Resilience and others.
- As with many other organisations the trading conditions in the present economic climate have been extremely challenging for the Society. To summarise: the EPS Ltd surplus - £2321, the net worth of the EPS Ltd - £107550 as at 31/12/2010, and EPS Training and Events Ltd - Deficit £7097.
- June Thompson joined us in September 2010 on a part-time basis as Membership & Development Officer.
- Mike Slaney retired in December 2010 from his post as Operations Manager.
- John Liddell retired from his role as Company Secretary after the AGM (July 4th).
- Harry Whan, Alan Gardner and Mike Lees all stood down over the past year, the remaining Board members offer themselves for re-election with the exception of Sally Brown, Events & Training Director, who is standing down after three years.
- We delivered professional Emergency Planning and Business Continuity advice to the ONS for the 2012 National Census.
- The EPS is involved in a partnership project with CCS that aims to develop accessible Business Continuity for SMEs.

STUDENT SECTION

REMOVING THE FEAR OF POSTGRADUATE FUNDING

By Genevieve Goatcher

genevieve.goatcher@hotmail.co.uk

THE academic year is now over for most, and many undergraduate students will have graduated from their first degree. I would like to personally send my congratulations to everyone who has just graduated, and wish them the best of luck for the future! For those who are looking into postgraduate study either now or in the future, the thought of funding further studies without loans may be at best, niggling, and at worst, absolutely fear-inducing. However, it need not be frightening as there is funding out there; it just has to be hunted down and applied for.

Many universities will offer their own forms of funding such as scholarships which are based on merit, or are geared towards particular areas of study or careers. For more information, you should contact the university itself, either through the postgraduate team, student services, or simply asking the programme leader for your chosen course.

If you are currently employed and the course you want to do is related to your job, your employer may be willing to help fund your studies through sponsorship. Large companies may already have funds for this specific purpose, and although smaller companies are unlikely to have this, they may still be able to help. Presenting your studying as bringing benefits to the company and improving your knowledge and skills will help in persuading your employer to help you, and if they cannot offer you any funding, they may still be willing to offer paid or unpaid study leave.

Family Action and Turn 2 Us offer information about grants, and their websites have extensive databases which you can search to help find all grants which you may be applicable for, based on your circumstances or what exactly you need funding for. Another good place to search for grants is in either your local library or your current university library, which should hold copies of the Educational Grants Directory, the Charities Digest, the Grants Register and the Directory of Grant Making

Trusts. These will have extensive lists of organisations you could apply for dependent upon your studies and your personal circumstances.

Postgrad Solutions Ltd has several study bursaries worth £500. They award two to a student on any postgraduate course in the UK, as well as several others which are geared to specific areas of study. Applying for this bursary is incredibly simple, as it simply involves explaining in 200 words or less why you deserve the award.

Perhaps one of the last ports of call for those hoping to finance postgraduate studies may be a Professional and Career Development Loans. A bank loan may feel quite scary but they have low interest and good repayment plans. The amount available can range up to £10,000, and can cover up to two years of study. During your studies, the interest is paid by the Young People's Learning Agency, and once you have completed your course you will begin to make repayments including interest, which is currently set at 9.9% per annum. These are quite often a good idea for those who may find living costs difficult during their studies, particularly those with family commitments or who are unable to work, and if all other funding options have been exhausted. At the moment, only Barclays and The Co-op offer real Professional and Career Development Loans, and any other loans offered will not have the same interest rates, payment plans, or be affiliated with the Young People's Learning Agency.

For more information:

<http://www.postgrad.com/editorial/bursaries/>

<http://www.family-action.org.uk/section.aspx?id=77>

<https://family-action-trustsearch.org.uk/main.aspx>

<http://www.turn2us.org.uk>

<http://www.direct.gov.uk/en/EducationAndLearning/AdultLearning/FinancialHelpForAdultLearners/>

[CareerDevelopmentLoans/index.htm](http://www.direct.gov.uk/en/EducationAndLearning/AdultLearning/FinancialHelpForAdultLearners/CareerDevelopmentLoans/index.htm)

STUDENTS AT CONDITION CRITICAL



IN JULY, the Emergency Planning Society held Condition Critical: A Symposium for Resilience Professionals in Glasgow. Previously known simply as a conference, the Symposium saw fresh and exciting ways of sharing information relevant to all professionals, and students, within resilience. For this edition of Resilience, we

asked two attending students to report back on the Symposium overall, as well as an individual workshop or talk they attended.

Georgina Brooks is studying MSc Mass Fatality Management and Victim Identification at Teesside University, and is currently completing her dissertation based on tattoos as a form of human identification.

General View of the Resilience Symposium

"I joined the Emergency Planning Society at the beginning of my course to broaden my knowledge, and keep me informed as to the latest events and information in this field. The area of emergency planning is of interest to me, having completed a similar module during my Masters course. I saw the Symposium in Resilience magazine and wanted to attend to understand the latest concerns and listen to the expert speakers. At first I was deterred by the expense, being a student, but eager to meet professionals and be involved. Many of my classmates were unable to attend due to the high cost, but I believed that the event had the potential to be a significant help in confirming my career choice.

"By attending the Symposium, I hoped to gain an insight into emergency planning in the real world, not just in the university environment. I wanted to appreciate difficulties that individuals and government agencies face. On my arrival, I was welcomed and given my pass and information pack for the next two days. As one of the very few students to attend, I was a little apprehensive at the prospect of meeting the key individuals within the emergency planning sector. Despite the nerves, everyone I spoke to was very accommodating and approachable.

"Being given the chance to attend was an amazing experience. I was able to witness and be involved in a variety of talks, case studies and master classes, all of which were thought-provoking. Each of the sessions tackled and discussed issues facing today's professionals. I found the conference motivational and it confirmed the area I would like as a career focus. To experience such a diverse range of topics within the two days has allowed me to touch upon subjects which are not fully covered at university.

"In the current economic climate it is difficult for a student to break into any industry. This really became apparent with the general conference theme being government cuts. Attending an event such as this has allowed me to gather information to assist me with my development and future career. I would recommend a convention of this sort to any student. New concepts and thinking in this field are presented and discussed amongst fellow professionals, giving a frame work for development. I would definitely attend again, if possible, as it has proved to be invaluable. I would like to thank everyone who took the time to welcome me to the conference and made the opportunity possible."

Session Selections and Experience

"The keynote address on the first day was presented by the Mayor of Christchurch, New Zealand, Bob Parker. I found it very interesting to be given a first-hand account of the earthquakes in New Zealand and to see how the services and agencies responded. His presentation made me more aware of how the general public felt during an incident such as this, rather than listening to media sound bites. It was a great introduction to the conference and really gave a different perspective on emergency planning and response.

"All delegates were given the option to choose which presentation or master class they went to in the afternoon. I chose to attend a case study on 'Moat' (the Raoul Moat shootings) presented by Helen Hinds, Head of Resilience Planning for Newcastle City Council. For me, this was a very constructive session, looking at how communities and organisations respond to risk. Being able to see the detail and thought that went into all the decisions made, not concerning the emergency services directly but the community, schools, workers and general public. Not examining the actual incident but the consequences that surround it, is something I have not previously experienced. At university we tend to focus more on the actual incident itself, instead of the after effects it has on the rest of the community.

"On the second day, I chose an academic talk given by Lucy Easthope, Teaching Fellow in Mass Fatalities and Pandemics, Centre for Death and Society. The session allowed us to look at turning inquest findings into reality. This was a great chance for me to explore how findings from previous incidents are presented and applied to planning for the future. This was a very clear and concise lecture, which I could really relate to my studies and felt this was a session which benefited me greatly. Being able to observe and learn from actual incidents and from the professional point of view was very different to that of a university environment.

"Planning is an area of emphasis on my MSc course and the next speaker I picked, Rose McArthur, Travel Advice for Business, London 2012, talked about 'The Olympics, Business As Usual'. The detail and sheer scale of the operations being carried out to ensure that London functions during the Olympic Games is overwhelming. Planning to this degree of detail, for an event involving such a large number of people, is obviously something which I have never experienced. Seeing how each aspect of the planning process affects the next was remarkable. From transport to security, food, tickets, traffic, even drainage and health considerations, all of these and more must be taken into account. An insight into the preparation for an event of this magnitude was a unique and valued opportunity."

Jessica Roberts is a doctorate student in Sustainable Volcanic Risk Management at Galeras Volcano at University of York. Here she discusses her overall impression of the Symposium, as well as a review of Dr Lynn Drennan's Risk, Organisational Resilience and Change workshop.

Impressions of the Resilience Symposium

"Although having been involved professionally and academically in community resilience and disaster risk reduction for a number of years, this was in fact my first attendance of an Emergency Planning Society Symposium. Previous colleagues of mine had often praised programme outlines and guest speakers and I was keen to attend and experience the event myself, seeing it as an opportunity to learn more of the challenges facing the industry at the moment, and to see examples of best practice in action by different organisations. This year saw the introduction

of a student concession price at the event therefore providing the ample invitation.

"For me, the main draw of the event was the presentations given by colleagues from New Zealand who have, in recent months, been tasked with dealing with the enormity of three large magnitude earthquake events, which have seen the city of Christchurch brought to its knees. We listened as the speakers tried to express the extent and complexity of the task of rebuilding a community, as Mayor Bob Parker put it 'one brick at a time'.

"Although the other presentations were equally as captivating, with insight into cyber crime, nuclear safety and geo magnetic storms, it was the testimonies of those involved in the recovery of Christchurch, a society not so different from our own, that truly brought home the challenges and reality involved in building a resilient society capable of not just surviving an event physically but also psychologically. Each of the three presentations, although from a separate organisational perspective, from research through to engineering and local government, drew parallels with one another not just by presenting the physical feat of reconstructing an entire society but also of the psychological rebuild needed by the people of Christchurch whose whole lives have been shattered. The question of where to start was heavily on my mind and where the strength comes from to battle on despite not knowing when the hell it is going to end.

"The afternoon round of presentations, under the umbrella term of 'Friend or Foe' was particularly poignant to my own research, which looks at both the social economic opportunities and threats of those living in volcanic areas. The question of how far we can utilise nature to provide for the needs of our fast developing societies was raised and what we are willing to pay for it in terms of risk we face if the unimaginable was to occur.

"The discussion of nuclear energy, often a sensitive and controversial topic was presented not in what appears to be the common doom and gloom disposition of many commentators but in a clear-cut manner by Paddy Regan, a professor of nuclear physics at the University of Surrey. In a format that enabled the audience from a diverse range of backgrounds to envisage not just the 'worst case scenarios' of nuclear power but also at the relativity of the danger nuclear power poses in comparison to the more every day risks most of the attendants are more accustomed to dealing with. I was compelled me to ask myself the question of just how influenced we are as individuals, and as an industry, by the media's portrayal of certain features of our society. I think for both the academics and practitioners within the audience, Paddy's presentation of soft science with a relative and timely edge really sought to show the link between research and industry and that for me was one of the highlights of the event.

"Having attended each of the presentations, as well as Dr Lynn Drennan's workshop on Risk, Organisational Resilience and Change, it was clear that no matter what the particular hazard in question was, many of the challenges faced remain the same and lessons

can be learned and applied regardless of geography. Perhaps one of the main differences for me between academic research and organisational practice is that in research we are often too focused in calculating an exact quantification of loss that can be expected, and I feel that in doing so we can risk losing the connection we have to the real life impacts those numbers have. The reality is that disasters and emergencies are about people and the traumas they experience and their need to be supported, all of which are aspects which cannot be quantified. Each event should not be focused on figures and statistics but of the fundamentals of separating people from danger, ensuring their well-being is maintained and that recovery learns from the mistakes of the past.

"Having spoken to numerous people at the event I think one of the biggest challenges for the industry of late has been the introduction of 'community resilience' as a goal, and in gaining clarity and conceptualisation of what it means both for individual job roles and for people's wider organisations. While many people appeared to struggle with the clarification of goals and desired outcomes, others were apprehensive of how it could be incorporated into what is obviously a largely overlaid yet under resourced workforce. From an outside perspective though I would argue that 'community resilience' is less of an 'add on' and more of a case of streamlining work that is already in action, less about additional workloads but more about restructuring those present workloads and aiming for a more interdisciplinary way of working and sharing expertise across the board. There were some very clear examples of 'best practice' being put forward and events such as the Symposium seem a perfect place to share this learning.

"In terms of my own professional development attending the Symposium for me was very beneficial and something I would hope to do again. However, as successful as the format was, there is a huge potential for more cross sectional learning. I think this is particularly important in bridging the gap between academic research and the industry. It is a mutually beneficial relationship with the prospective of solving real-life problems with practical, sustainable solutions, yet it a relationship that in my opinion needs to be strengthened. The event saw good examples of how the two can work alongside and I think this is something that should be maximized at future events.

"I would most certainly consider attending future events and look forward to seeing the session outline for next year."

DID YOU KNOW?

The branch with the highest number of upgrades from Associate to Member for 2010/11 is Western with 25 successful applicants



GATWICK AIRPORT'S EPO DISCUSSES MULTI-AGENCY RESPONSE AT LONDON'S SECOND LARGEST INTERNATIONAL AIRPORT.

SOUTH Eastern branch member John Ashbey is employed by Sussex Police and has been the Emergency Planning Officer at Gatwick Airport since 2002. In September 2010, John completed a Postgraduate Certificate on Integrated Emergency Management in relation to the Gatwick Airport Emergency Response Exercise.

The report details the research and findings Mr Ashbey carried out during the completion of a work-based project through the Leeds University Business School.

The work is based around improving the organisation and planning for the live play Gatwick Airport multi-agency emergency response exercise which is run within every two years and is inspected by the Civil Aviation Authority. This exercise forms part of the licensing process which allows the airport to operate under current regulations.

Detailed within the report is the rationale for the report and the methods of research which included the development and sending out of question papers to specialists in the field of planning and developing emergency response exercises. The results and findings from the question papers highlight that there is no consistency in the planning, preparation for an exercise and the information that is currently given to staff who will be responding to the exercise scenario. This line of research also highlights how time required to plan an exercise is often underestimated.

Another line of research for this project was to identify previous and current guidance in relation to planning and running an emergency response exercise but this was found to be somewhat limited.

A further line of research was to review reports from exercises and real incidents including follow up academic books and reports, this

was initially restricted to incidents or writing after the year 2000 but this was found to be impracticable as much of the recent material can be related to earlier incidents and learning.

It was found there is a great lack of consistency and understanding of what is required to plan and prepare for a live emergency response exercise, not so much by those tasked to complete the task (normally emergency planning officers), but more so by senior management who have to justify every penny spent or task carried out by their workforce.

The report concludes by making a recommendation in relation to the national adoption of a timeline chart in the form of an exercise process plan which has been developed by the author. This plan starts by asking the most fundamental question 'why do you need to exercise?' and then leads the user through the rational process for each and every part of planning and producing an exercise. The chart and process concludes when lessons learnt from the exercise have been implemented into revised plans and procedures and retested through a further exercise.

Deciding what is required

Emergency Planning Officers need to assess when a plan or an operational order is required to be drawn up in a similar way as to

deciding if you need to carry out an exercise or not. This should be completed in a formal process so the whole decision-making process can be evidenced. A suggested format for this is currently being developed with further work to be completed.

Once plans are completed they need to be trained and then tested by being fully exercised. The learning and changes required should then be debriefed and fed back into the plan then retrained and retested to ensure that the development and learning cycle does not stop.

There should be a clear formal link between plan development and testing by all agencies detailed in the plan.

Conclusions

Disasters, Lessons Learned, and Fantasy Documents by Thomas A Birkland borrowed the terminology of 'fantasy documents' from Lee Clarke (Clarke, 1999) and they both discuss the argument that reports on crisis and crisis exercises are 'fantasy documents' in that they only act as observations of what took place. This report would argue this is not the case when the correct procedure and processes are in place to capture the gaps identified.

A crisis or major incident will normally have some form of legal proceedings which could take place some time or even years after the event. This could be in the





form of a public enquiry, criminal investigation, coroner's court or civil litigation including insurance claims and compensation.

The development, training, exercising and testing cycle of the plans and procedures of all parties involved in the incident will be examined in great detail, therefore this report recommends that all organisations which have a responsibility to respond to a crisis or major incident have a clear structure to identify why and when they need a plan or procedure, how that plan or procedure is developed, trained, tested, exercised, redeveloped and retested in a multi-agency arena. This must be documented in a clear and honest way and shared with partner agencies.

This report has attempted to produce a practical format for the decision making process to identify why an exercise is required and how to put the exercise and debrief together.

Senior management should always be looking over their shoulder to see what has happened before, why we are currently in this position and what lessons have previously been learnt and what new learning can be gained.

Unfortunately through this project it has not been possible to identify a common process currently being used for deciding when an exercise is required, how it is designed and run and how the learning is captured.

During the research for this project it has been found that there is a clear inconsistency of belief about how long exercises take to prepare for, with no clear central Government guidance on the matter. Emergency Planning Officers who have been in post for a number of years and have had practical experience of designing and running exercises do not underestimate the time and work required to complete

an exercise involving numerous agencies.

The Civil Contingencies Act 2004 states that any person involved in the training or exercising of plans should be 'suitably experienced or qualified' (section 5.140, P 69) but does not define what suitably experienced or qualified means. The author would argue that this needs to be addressed as soon as possible and is aware that this issue has been raised by the Emergency Planning Society who are also keen to address the matter and indeed go one stage further so that all Emergency Planning Officers are accredited to the Emergency Planning Society with a documented skills profile.

Recommendations

This work-based project was completed in an attempt to identify a more structured method for deciding when, and if, an exercise is required and if one is needed to be completed. It has attempted to design a formal process which can be followed to complete all the tasks required to complete a successful exercise including debrief, plan rewrite and retest of amended plan.

Exercise process plan to be adopted nationally – recommendation. This should sit alongside and complement a process to decide when a plan is required. This will be achieved by presenting the reports findings to the Local Resilience Forum (LRF).

Development of recommendations

Further work is needed to develop a process for plan decisions as well as revisiting with a view to further developing both processes so they complement and assist each other. Once fully developed, both processes should be adopted nationally to be used in organising exercises or making decisions as to when a plan is required and how the

plans and procedures are written. Again, this will be achieved through the Local Resilience Forum in the initial stages.

The research carried out during this course has also highlighted the lack of consistency of 'suitably experienced or qualified' people who are tasked with organising emergency response exercises. Currently the Emergency Planning Society is reviewing this situation in relation to Emergency Planning Officers and it will also form part of the review of the Civil Contingencies Act. It is recommended that this work is carried out as quickly as possible so that a structure is put in place to support Emergency Planning Officers and those tasked with organising emergency response exercises.

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Her Majesty's Stationary Office, 2004, *Civil Contingencies Act 2004 – Emergency Preparedness – Guidance on Part 1 of the Civil Contingencies Act 2004, its associated Regulations and Non-Statutory Arrangements*, Her Majesty's Stationary Office.

At 16-years-old John became an apprentice gilder in gold and silver and was fully qualified by 20.

He worked at three different silver firms as a foreman gilder until he was 31, and then became self-employed in the building trade while working part time for the Probation Service.

In 1991 he joined Sussex Police and worked in various roles including Uniform Patrol, Community Beat, Traffic, Beat Crime, Child Protection, Firearms and six years in CID finishing off specialising in immigration cases. John took up his current role in 2002.

LESSON LEARNT OR IDENTIFIED?

DO WE TRULY LEARN FROM EMERGENCY MANAGEMENT EXERCISES?

By Rob Davis, South Western branch

rescuedavis@tiscali.co.uk

LITTLE emphasis is given to the use of exercises to test and evaluate organisational learning and the Non-Technical Skills (NTS) that people in command positions will require to provide a richer preparation for crises and emergency response. Emergency Preparedness (2005:69) states that the purpose of exercises is to test procedures not people. Although the author, Rob Davis, South Western branch member, agrees with this generalist statement this article will highlight that people within command positions and their NTS are vital to the success of the exercise, incident, command decision making and the testing of plans.

A small section on lessons learnt is dealt with in Emergency Preparedness¹. This details how recommendations should be incorporated in to plan changes and a review time for these recommendations. What it does not mention is the human element to exercise learning and some of the major aspects of individual and team performance that could have a direct impact on the outcome of the exercise which is not catered for within the emergency plan being tested. Peterson and Perry (1999:241)² exercise performance uncovers gaps in participant knowledge, skills and abilities. Yet it remains that there is very little research that demonstrates the precise benefits of exercises.

Toft and Reynolds (2005:85)³ some of those factors contain pathologies which can affect the amount of active learning that organisations might otherwise profit by. They are, however, seldom, if ever, explicitly on

the agenda when people discuss how organisations can learn from mistakes and the key elements of success for commanders associated with NTS.

The author is looking at the deeper elements of why exercises are organised and what is their purpose; some of the deeper issues are concerned with performance and skills of individuals and teams. If we have an understanding on these skills, knowledge and attitudes we can improve the process of learning. The outcome will be safer and stronger services that provide excellence to communities and resistance against crises.

Crichton et al (2000:208)⁴, for example, suggests that effective emergency management not only relies upon the knowledge and application of technical expertise and emergency operating procedures, but also depends upon the non-technical skills of the personnel involved in accident management. Literature states there are predominately seven NTS:

- **Decision making**
- **Situation awareness**
- **Communications**
- **Teamwork**
- **Leadership**
- **Managing stress**
- **Coping with fatigue**

Within the exercise environment some of these skills will be tested, whether the exercise was designed that way is open to question. As well as technical learning a facilitation of NTS learning would improve the holistic resilience of organisations for example good NTS (e.g. high vigilance, effective communication, leaders who maintain standards)

can reduce the likelihood of error and consequently of adverse events. Literature in the emergency and disaster management field has started to highlight research in NTS as part of the commander's toolbox when in charge at incidents and exercises. McLennan et al (2005:10)⁵ few would dispute that exercising effective command and control on the emergency incident ground involves complex psychological skills associated with judgement and decision making.

The culture exhibited by organisations and the possible change in culture to an open, learning environment is of the greatest importance of examining the strategic picture regarding crisis preparation. Identifying lessons from an exercise is one thing having a learning culture within the organisation is something much different. Pauchant and Mitroff (2007:143)⁶ support this by stating that without exception,



the executives who disagree with their top management on their firm's weak actions in crisis management (CM) stressed that it will take 'a major shift' in the culture of their company and the views of their top management before any serious efforts in CM will be developed. A basic barrier to embedding business continuity and exercise processes concerns culture, which, it is argued, are resistant to change. Additionally, culture provides an important element of the context in which change occurs. The Department of Health (2000)⁷ states learning from mistakes by stating that organisational culture is central to every stage of the learning process; from ensuring incidents are identified

and reported through to embedding the necessary changes deeply into practice. Effective change requires that new behaviors be learnt. The purpose of crisis management is not to produce a set of plans; it is to prepare an organisation to think creatively about the unthinkable so the best possible decision will be made in time of crisis.

Naturalistic decision making (NDM) is the term used by psychologists who study decision making in setting characterised by ill-structured, uncertain, dynamic risky environments, shifting, ill-defined or competing goals, and time constraints. As part of the genre of NDM, Recognition-Primed Decision-making (RPD) within a time-pressured environment allows commanders to rely on experience to assist in that decision making. As a prominent theory of RPD making has been stated by Klein (1989)⁸ as a way of making decisions through experience and familiarity whilst in time pressured emergency situations. Decisions may then be based on previous knowledge and expertise, which allows experienced decision makers to recognise a situation as typical and recall the appropriate response to deal with it. The NDM type strategies, such as RPD, feel like an intuitive response rather than an analytic comparison or rational choice of alternative options.

With the theory of NDM and RPD making, it would then offer the argument of how this is incorporated into the exercises and how is it assessed? That is if the use of RPD making, which if built on experience is the right experience, as bad decisions labeled as RPD making may have been due to the wrong experiences being remembered.

This issue is compounded when training and exercising events do not concentrate on the skill and dedicate time and effort to plan and debrief exercises, from a non-technical point of view. It may be the case that training of cognitive skills (for example decision making, problem solving, and attention allocation) is overlooked in the design of a development program.

Once these mental processes have been identified, training interventions specifically directed towards

enhancing NTS could be developed, leading to improved efficiency and safety, reduced error, and enhanced overall task performance. The RPD theory itself has important implications as a basis on which to design training and decision support. With training systems design, the theory raises a number of questions regarding how to develop training to accelerate the acquisition of expertise.

Tactical Decision Games (TDG) may be exploited to examine, train and assess commanders/decision makers in the exercise environment, providing greater learning for the individual and the organisation. At a directed training event concentrating on various Non-Technical Skills this may seem to be the way forward with regards to holistic learning from exercises, at a fraction of the cost and resource allocation of 'live play' scenarios. An example of TDG is the Tactical Decision Making Under Stress (TADMUS) application used within the American Navy. The goal of TADMUS was to improve methods to train tactical decision making in teams and individuals so the likelihood of reaching task proficiency is enhanced and the amount of time required to reach proficiency is reduced.

TDG have been designed to run on virtual/IT systems but this is not a requirement to utilise these types of simulation. The TDG process is more concerned with coaching and decision making along with other Non-Technical Skills being displayed.

TDGs then appear to assist participants in building up a repertoire of patterns of response and provide the opportunity to practice recognition-primed, ruled-based and knowledge-based decision making. A devised simulation that is as basic as boxes filled with sand used as an exercise prop to simulate a forest fire exercise.

These exercises have been termed 'sand table exercises' and have their origins in the USA Marine Corps for tactical and strategic battlefield command decision making training. Pattern recognition can be improved, and tactical decision-making can be practiced and refined. TDGs are basically role-playing paper exercises and, in the case of table exercises, can incorporate three dimensional terrain models.

Simulations within organisations in this country tend to concentrate on the tacit, 'hard' procedural outcomes of the scenario and very little is done regarding coaching decision makers in the intricacies of Non-Technical Skills. The recommendation from this is that more should be done to build awareness, tools, assessments and useful models in Non-Technical Skills to improve the commanders/decision maker's ability in critical incidents. This should be a priority for future exercise and simulation planning.

The whole process of preparedness and in particular exercising and testing of plans, procedures and policy is redundant if the culture of that organisation is not open to accept testing and scrutiny that goes beyond the superficial or easy and truly accepts the lessons, however hard these may be. Identification of lessons without true learning is unfortunately the vogue of modern organizations.

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Rob Davis is a middle manager within a local authority Fire and Rescue service within the UK and Operational Director of Search and Rescue Assistance in Disasters (SARaid www.saraid.co.uk)

Rob has completed a diploma in emergency planning and MSc in disaster management and is currently providing research for his PhD in organisational learning within the crisis management field.

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