

# RESILIENCE

The magazine of the Emergency Planning Society

February 2013



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



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**Chair**



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

IT'S been a busy few months at the EPS and I'm pleased to say a lot of projects are moving forward. The Board met in January, so I'll take this opportunity to update you. I am sorry to announce Sanda Petakovic has offered her resignation as a Director due to work and personal reasons, I would like to thank Sanda for her contribution and support. Sanda's last action was to lead on the appointment of a Programme Manager to assist the Board in delivering the TfCR recommendations. The Board would like to thank all the members who expressed an interest in carrying out this role. Tom Conba, Southern Branch, has agreed to lead on this with Warren Fellows, Southern Branch, assisting. As you will all know, the EPS put out a tender for HR work; three companies submitted tenders and were interviewed; Connective Business Solutions has been appointed. Chris Sharwood-Smith and Julie Bell will help deliver the project. In other news, we have taken on a part-time admin assistant at EPS Head Office - Laura Mansfield, of Bridgend, has accepted a three-month contract with us. I have been in discussions with David Powell, Lincolnshire, concerning combining the EGM on March 19 with a study day. The programme is almost complete and will have the broad theme of 'The Future of Resilience', looking at: the business case for resilience, innovation in resilience and resilience as a career choice. We are currently looking at costs of venues and delegate rates and will send out more information as soon as possible; in the meantime please hold the date! I've also been busy meeting colleagues from the BCI, CCS, the College of Policing and ACPO. They are all keen to work closely with the EPS and I can see some great benefits to our members and the profession from these collaborations. Requests have been received regarding a date for conference; it was agreed we would not take part in a joint event with NARU this year as feedback from members showed there was insufficient content of interest to most members. We are looking at other options and will keep you all posted.

I'D LIKE to start by thanking everyone who submitted an article for this issue. I had an overwhelming response to the recent e-mail sent to you all requesting articles, so thank you for your help.

This edition is packed with member-produced articles so I hope there is a little something for everyone.

The next issue is out in May and if you would like to contribute an article, letter or photographs please e-mail me by April 15, on the e-mail address below.

Editorial guidelines can be found in the Resources section of the website.

A lot of memberships are due for renewal at this time of year so can I please remind you that you may be eligible to claim tax back.

If you are paying membership individually you may be entitled to tax relief on your subscription depending on your tax position, check [www.hmrc.gov.uk](http://www.hmrc.gov.uk) to see if you are eligible.

Don't forget, there are a number of ways you can pay your membership fees if your current payment method does not suit you. We offer Direct Debit – annually, quarterly and monthly as well as a one-off credit card payment.

- If you would like to discuss this further please contact Jo or Linda on 0845 600 9587.

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*Front page image courtesy of:  
London Ambulance Service*



# INTRODUCING THE NEW COUNCIL CHAIR

CHRIS Sharwood-Smith, Chair of the Eastern Branch, has been elected as Council Chair.

Chris spent 36 years working in the Police in London, Hertfordshire and internationally before moving to the private sector in 2010. He runs a Training & Resilience Consultancy carrying out contracts for the US State Department, the United Nations and Bedfordshire Police. He is also on the list of Deployable Civilian Experts for the UK Stabilisation Unit, part of the Department for International Development and the Foreign & Commonwealth Office. During his career in the

police he was involved in all aspects of Emergency Planning from designing contingency exercises at Buckingham Palace for the Royalty & Diplomatic Protection Department of the Metropolitan Police through to operational deployments in Hertfordshire at the Hatfield & Potters Bar rail crashes. In 2005 he was deployed to Sri Lanka to assist with the international response to the Tsunami. He holds a Masters' Degree in Emergency Planning & Disaster Management from the University of Hertfordshire. He joined the Emergency Planning Society in 2002



and has been the secretary and vice chair of the Eastern Branch prior to his election as chair of the Branch in 2010. As well as his voluntary work with the Emergency Planning Society he is also a member of St John Ambulance and the East Anglia Reserve Forces and Cadets Association.

## AWARD WINNING LAURA DOES IT AGAIN!

THERE'S no stopping West Midlands branch member Laura Crofts as she scoops another prestigious award. Following on from winning the Emergency Planning Society's Resilience Planner of the Year Award in 2012, Laura, Emergency Planning Manager for West Midlands Police, was awarded the Excellence in Performance Award at the force's annual Association for Women in Policing Ceremony. Laura was presented with her award during the November 2012 ceremony at Aston Villa Football Club by Chief Constable Chris Sims QPM (pictured).

An excerpt from Laura's award citation reads: "She has made great progress in developing the reputation of

emergency planning for the force, both internally and externally.

"Laura has transformed the quality of emergency management within West Midlands Police and increased our ability to respond to and meet the responsibilities to communities, partners and the force."

The award was a surprise and further demonstrates the force's recognition for Laura's continued dedication to emergency management. Speaking of her win, Laura said: "The recognition from within the force for doing the job I do is certainly an honour. The police are known for 'getting the job done' within the community, out on the beat and this award shows just how important the



'back office' side of the job is in supporting the operational response.

"This award was specifically for women in policing which adds to my pride in receiving it as the force is made up of so many great women."

# BUSINESS CONTINUITY FOR DUMMIES

## EPS LAUNCHES NEW BOOK FOR SMEs

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

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

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

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

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

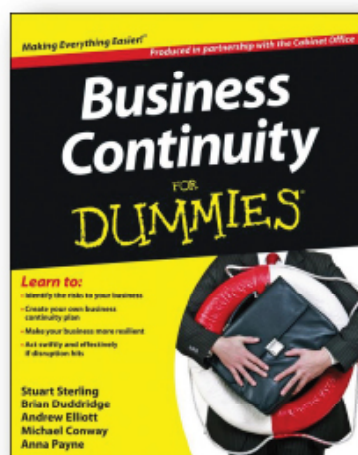
wealth of experience within Government in support of business continuity planning in SMEs. Working with business, this book takes an innovative approach to reaching out to the 5 million SMEs in this country to build the resilience of our communities and our economy.

"This Government is committed to supporting SMEs and this book builds on and supports the work taking place to ensure the survival and growth of our SMEs."

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

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

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



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

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

- ✓ Assess and minimise the risk of disruption to your business
- ✓ Create your own business continuity plan
- ✓ Apply business continuity in practice

What are you waiting for? Take action now to ensure the survival of your business with *Business Continuity For Dummies*.

FOR  
**DUMMIES**

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

# GLORY FOR BRADFORD EP TEAM

TEAM GB was not the only successful team at the recent Olympic Games - the Emergency Management Team at Bradford Council scooped a prestigious award of their own...

The Team, comprising of Mike Powell, Jonny Noble, Mick Birro, Vicky Doyle and Anne Tracey, were nominated for their planning and delivery of the Olympic Torch Relay through the district, which involved recruiting and briefing Torch Ambassadors to assist in road closures, offering advice and support to the public and ensure the citizens of the district had a safe, enjoyable once in a lifetime experience. Their efforts paid off when they scooped the Team of the Year award at Bradford

Council's Employee of the Year ceremony, along with colleagues from the Regeneration and Culture team who collaborated in the event. It is the second time

in two years that the Emergency Management Team has won an award of this kind. Both teams, with assistance from communications staff, ensured the relay was a massive success.



Have you or your team won an award that you would like to share with your peers? If so, e-mail the details and a photograph to Sam on: [media@the-eps.org](mailto:media@the-eps.org)

# YOUR PWGS AND THEIR CHAIRS

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



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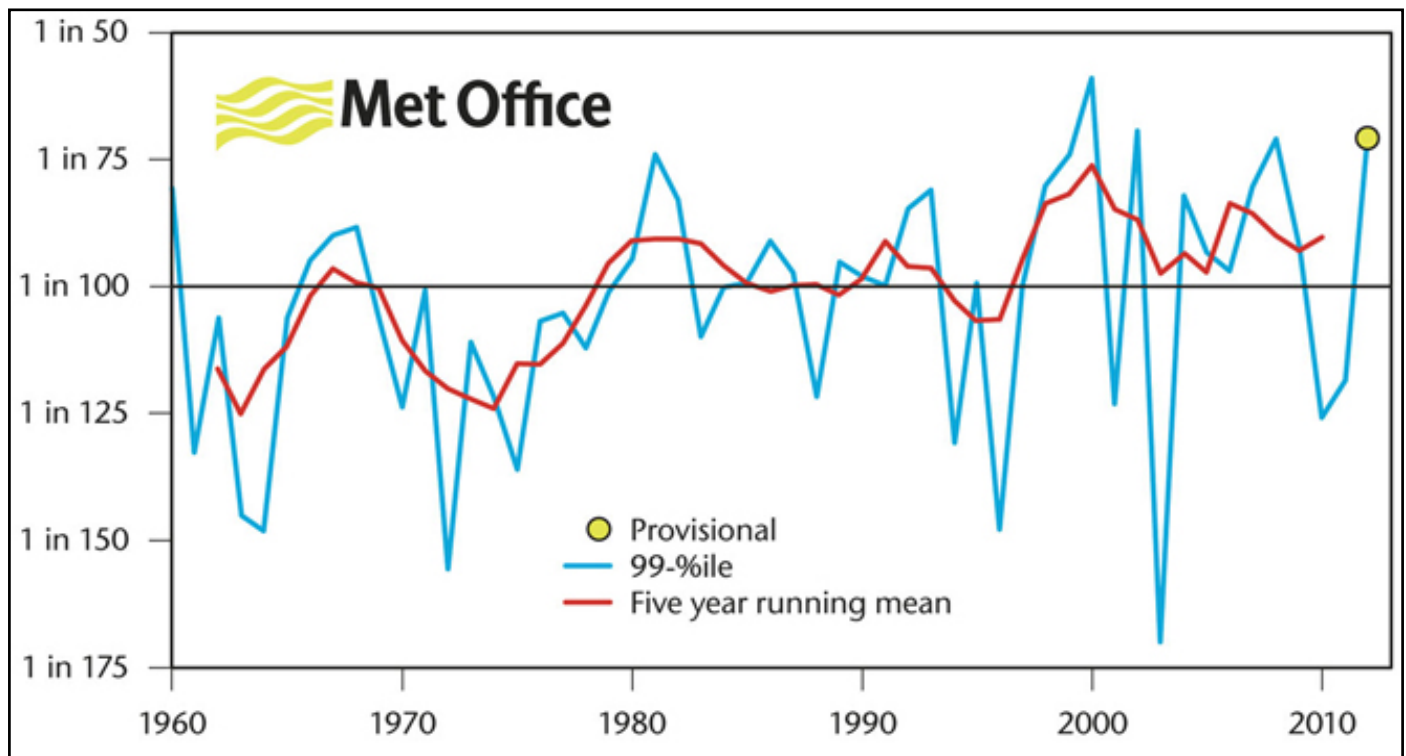
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# WATER, WATER EVERYWHERE...

*With 2012 now officially recognised as being the wettest year on record Dr Dave Sloggett explores the patterns of weather that have developed over the last 30 years and asks is this a sign of things to come?*



**W**HEN the final analysis was forthcoming it did not surprise many people. Across the United Kingdom it was officially the second worst year for rainfall levels on record. On Boxing Day the Environment Agency had 84 flood warnings and 191 flood alerts in place across the country. With many areas completely saturated from consistently high levels of rainfall over the previous few months it was hardly surprising that on Christmas Day the Environment Agency website map of areas seriously at risk from flooding was more lit up than the average Christmas tree. The whole country was facing problems, with the west-country bearing the brunt of the after effects of the deluge. For people living in that area worries over flooding had persisted for several months.

Looking back over data on rainfall levels obtained from the Met Office the problems in the latter part of 2012 were not hard to predict if the rainfall continued. In their statement released on January 3, the Met Office pointed to an increased frequency of heavier rainfall. In the table of previous wettest years it was notable that four of the five had occurred since 2000 on records dating back to 1954. The running 30-year average for the UK from 1961 also pointed to increased levels of precipitation. Throughout this period the members of the emergency planning community were kept really busy dealing with the impact of the flooding that arose across the UK. These events inevitably lead people to ask, is this a one-off event or a sign of an increasingly uncertain future?

Taking a sample of rainfall data across a transect from Cornwall to the Wash using figures obtained from six of the total sites operated by the Met Office the high levels of rainfall in April were certainly unusual. This transect follows the direction of the prevailing winds. Visual correlation of the variations of rainfall levels across the sample set suggests that this is a sample of data that is not greatly impacted by orographic effects. Using data over the 30-year period from 1981 to 2012 the same levels of rainfall had only been seen three times before in 1983, 1998 and the other exceptional year 2000. This all followed a relatively benign year in 2011 when average rainfall levels were the lowest across the 30-year sample and the low levels experienced in 2010. This led to the usual

media headlines concerning the issues of water storage and losses. Pictures of half empty reservoirs adorned many national newspapers and featured in television broadcasts.

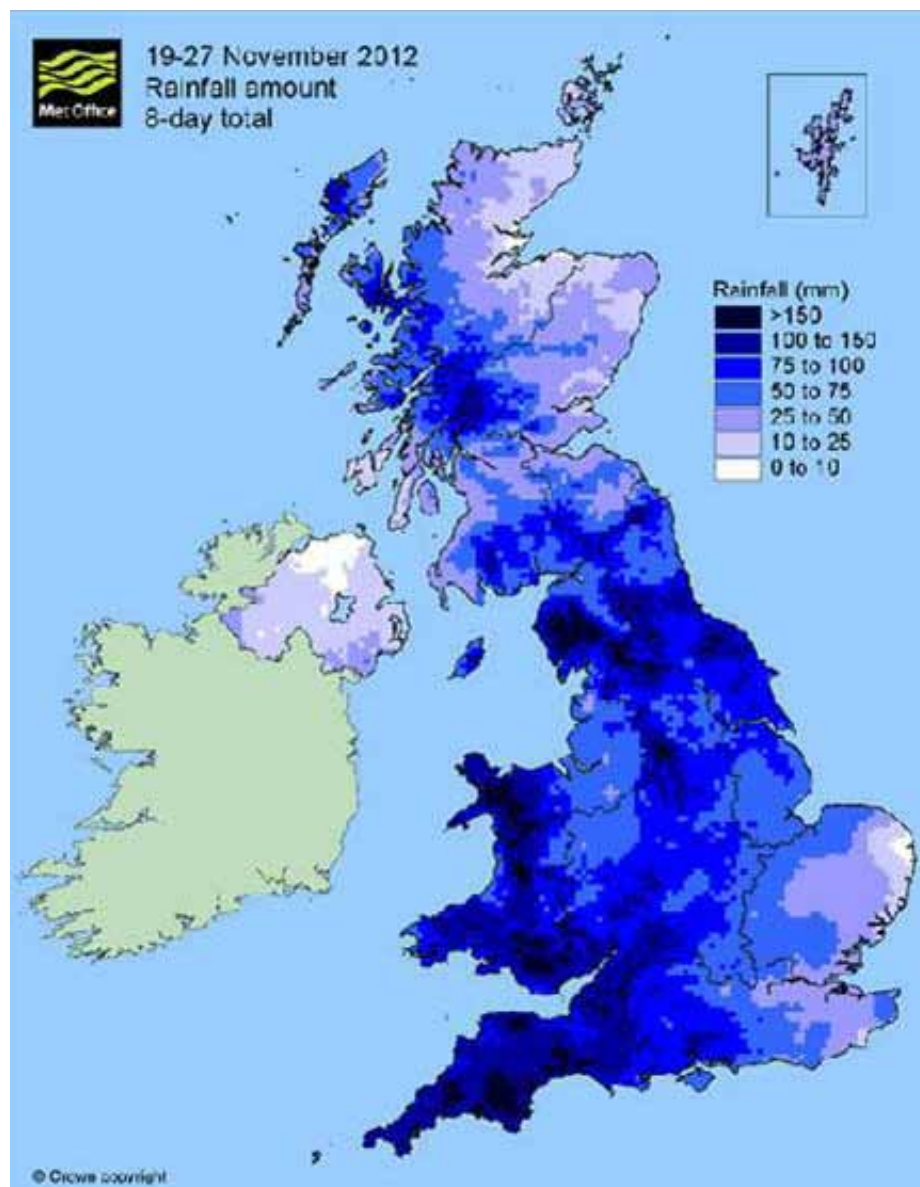
The tone of some of the coverage suggested that a water armageddon was happening. A year later and the press had moved on to another view. Headlines were not criticising the profligate water companies who were throwing away precious water supplies. Instead it was the Environmental Agency and its spending on flood defences that now entered the cross wires of the media.

By contrast with the figures in 2012 the really wet summer of 2007 was followed by unusually low levels of rainfall in the winter months. In 2009 two distinct peaks of rainfall existed in July and November. But these were interspersed by periods of low rainfall, allowing the water-table to re-charge previously depleted levels of water. This period has also been preceded by six unusually dry months.

This kind of profile at least allows the catchments to absorb the rainwater that has not simply run-off the surface. In 2012 the slight decline in average rainfall levels between June and September was followed by an immediate and sustained increase over the autumn and into December.

Looking at the average rainfall data from the past 30 years one obvious pattern strikes even the casual observer. From 1990 onwards the variability in the average rainfall levels has increased even though the overall average rainfall levels on a decadal basis have remained largely similar.

This is interesting as such a



variable pattern of rainfall would be indicative of the kind of signature forecast by climate change scientists. While analysing the average levels of rainfall, for example by decade, does not provide a conclusive signature of the kind of increased levels of precipitation forecast by climate change scientists the increased variability is indicative of some form of climate change effect. With scientists estimating overall water vapour levels in the atmosphere have increased by 4% as a result of climate change average levels of rainfall should be gradually increasing. The figures released by the Met Office certainly seem to

back up that suggestion. In the 30-year sample that is the subject of this analysis that signature is not readily detectable. That is probably a function of the sample size analysed.

The problem for the Environment Agency is the increased variability in the signature needs time to develop. A decade seems a reasonable period of time in which to initially suggest such a signature is detectable. The extreme weather and associated flooding in places such as York seemed to cap a first decade in which a signature could be detected. However in the immediate next two to three years the rainfall levels started



to oscillate with overall averages slightly lower than the peak in 2000. That slight downturn went into reverse in the summer of 2007 when sustained levels of rainfall again saw people resorting to deploying sandbags in York and elsewhere across the UK. With financial resources so stretched the investment in flood prevention schemes needs to be targeted carefully. The design criteria used by engineers to decide on the levels of investment required are based on the 1% chance that flood levels will go above a certain (defined) level in a 100-year period. This is often referred to as the 100-year flood. This however is subject to a number of assumptions. Anything that invalidates those assumptions could have a significant cost implication for the flood defence schemes that are put in place. This also has a huge knock-on effect for the insurance industry and house and commercial property owners seeking some form of premium to cover their buildings from flood damage. The patterns of rainfall in the first decade of the 21st Century across the sample area provide some evidence that the current engineering assumptions on which such schemes are designed should be revised. Indeed it is possible, albeit on quite a small sample, to suggest that a much higher frequency of flood levels exceeding past standards needs to be considered. This has a dramatic implication on the potential levels of investment needed in flood defence schemes.

For the Government this all makes unwelcome reading. Its national risk register is already loaded with other

forms of extreme events such as acts of terrorism and cyber-attacks. Extreme weather events and extended periods of rainfall are just a single form of risk that has to compete for limited funds alongside other risks which also have a capability to take life and create mayhem in society. With five million people living in areas prone to flooding, however, it is a subject that cannot be readily dismissed. If this analysis does provide yet another example of the signature of climate change then some contingency planning had better be done sooner rather than later.

One subject that needs to be addressed in that exercise is how to deal with the short-term implications of increased weather variability. If past trends are anything to go by 2013 will be a relatively quiet year. While that is not a forgone certainty it does follow the trends in the past 30 years. The one pattern across the sample of 30 years that shows any variance to this is the period from 1992 to 1994. That extended high level was then followed by an extended three-year period of lower levels of rainfall before another high year in 1998. For Government policy makers such variability is a nightmare. Years where rainfall levels have been high are quickly forgotten as the warmer weather in the spring and summer start to erode the memories of the previous year. The public at large are also fickle when it comes to their medium term memories. For those living in the flood plains a low rainfall year is a temporary respite. With insurance companies becoming increasingly wary of providing cover home owners face serious

problems. Relying on the Government to fund flood defence schemes at the levels of investment required may be an unrealistic.

On the basis of the sample of data that has been analysed one thing is clear. The emergency services do have to get used to operating in an environment that is increasingly uncertain. The risk register of terrible events that can befall our society seemingly grows longer every day.

As ministers contemplate these risks they need to avoid taking a silo-based approach to looking at each risk. Efficient responses need to look at solutions that can provide assistance across the various risks that have been identified. This cannot be funded at the local level. Creating a business case to solve particular local problems can be difficult; a national approach to this is required. This is the way individual silo-based investments, which can be forced on ministers through public pressure in reaction to a specific event or events, are avoided and a strategic approach is developed to national resilience.

This is the model used in the wake of the terrorist attacks in 2001. The Fire and Rescue Service was one of the emergency services to receive specific investment in new capability to address the aftermath of a major terrorist event involving mass casualties. A similar approach is required to the potential impact of extreme weather events, such as the hurricane that created such havoc in the south of England in 1987. The rainfall was associated with that single short-duration event was sufficient to skew the second-order sta-

tistical analysis of the rainfall data for the year. As far as second-order statistical analysis is concerned, 1987 remains the most unusual distribution. If climate change scientists are right it cannot be long before we will see another event of that magnitude. For the FRS specifically that would be a huge challenge with efforts to save lives being a paramount concern.

- *In part two of this mini-series the author will take a specific look at some new ways in which a national approach might produce new capabilities to respond to challenges to the national resilience of the UK.*



#### Author Profile:

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

Dr Sloggett is an authority on terrorism and counter-terrorism in its chemical, biological, radiological, nuclear and conventional forms lecturing both in the UK and overseas.

# GRASS ROOTS

By William Read, West Midlands branch  
**[william.read@eaststaffsbc.gov.uk](mailto:william.read@eaststaffsbc.gov.uk)**

EAST Staffordshire has 114,000 people in 150 square miles, divided into 38 parishes.

Unlike many similar authorities, it is 100% parished, including the main towns of Uttoxeter and Burton-upon-Trent. Parish populations range from Uttoxeter Town at 12,000 to Ramshorn at less than 200.

For many years in the UK it has been said that resilience starts at the local, community level. In the 1980s the Home Office, then responsible for emergency planning, started a programme of community advisor recruitment and training, working with upper and lower tier local authorities and parish councils where they existed.

East Staffordshire Borough Council had a team of more than 20 community advisors, who met quarterly for training and exercises.

Over the years this programme has been scaled down, but not abandoned. East Staffordshire Borough Council has replaced it with an initiative involving people at the grass roots.

During 2012, their Resilience Support Officer held informative talks and discussions with more than 30 parishes on the importance of assessing risk and preparing for local emergencies.

The vast majority of parishes have responded in a most positive manner; they have been encouraged to prepare their own Parish Emergency Plans, using a template, and this task is now underway.

The template includes lists of hazards and threats in the community, people at risk in the community, and local resources that can be mobilised in the event of an incident.

As plans are completed, each parish council will be offered a short table-top exercise. This will consider a number of actual incident scenarios that have happened including flooding, acetylene incident evacuations, transport accidents, severe weather and large fires.

This is really bringing emergency planning to the grass roots, involving parish councillors and others in local communities. These are the people who would be the first to know about almost all incidents, before the emergency services, local authority and other responders.

Local communities have the ability and energy to assist their neighbours in any emergency; this has been demonstrated over the centuries.

This initiative will encourage all communities in East Staffordshire to become more resilient and is something that could usefully be adopted elsewhere in the country. The aim is to embed community resilience throughout the borough.

For more information on this please contact William, Resilience Support Officer at East Staffordshire Borough Council, on the e-mail address above.

# Delivering civil protection through localism - the third way?

By David Cloake, South Eastern branch

## DEFINING A 'THIRD WAY' - LOCALISM

AS A former local authority Head of Emergency Planning myself, I have experienced first-hand the thinking of senior political figures and operation personnel that grapple the current financial problems being faced by us all. 'More for Less' is the battle cry and, importantly, the expectation. In the field of civil protection, the emphasis of service delivery appears to be through the traditional routes of closer partnership working or joint working arrangements. Both have their merits and appear to be working well in some areas of the country, however, are they getting the most out of both the resources they have at their disposal as well as delivering a truly integrated and dedicated service? Partnerships rely on good-will to support them; a change in policy by one key stakeholder and the partnership may collapse. Joint working can also have its difficulties, as the lead agency may have an operational bias or may take a lion-share of the resource to deliver its own requirements. So how can we meet these challenges, satisfy the desire for improved joint working without bias, underpin opportunity and deliver more for less? Localism may provide the answer...

## WHAT IS THE LOCALISM ACT 2011 ABOUT?

The Localism Act 2011 is now 'live' and sets out a series of measures which aim to achieve a shift in power away from central government and towards local people by providing:

- new freedoms and flexibilities for local government
- **new rights and powers for communities and individuals**
- reform to make the planning system more democratic and more effective
- **reform to ensure that decisions about housing are taken locally.**

Part five of the Act specifically provides new rights and opportunities for not-for-profit organisations and local authority staff to express an interest in taking over the running of a local authority service. The local authority must consider and respond to this challenge; and where it accepts it, run a procurement exercise for the service in which the challenging organisation can bid. Additionally, many local authorities are themselves considering which services or assets could be offered out to these groups, the priority of these offers and an associated timetable.

## SOCIAL ENTERPRISE

*"Social enterprise is the great institutional innovation of our times."*

**David Cameron PM**

*"Social enterprise is a shining example that good business*

*sense and social responsibility can go hand in hand."*

**Deputy Prime Minister Nick Clegg**

*"I am convinced that social enterprise has the power to change our country profoundly for the better in the years ahead."*

**Ed Miliband, Labour Party Leader**

Social enterprise is a conceptual approach for a business that trades to tackle social problems, improve communities, people's chances in life, or the environment. They make their money from selling goods and services in the open market, but they reinvest their profits back into the business or the local community. Social enterprises do not make profits for shareholders (because they don't have any) or exist to make their owners very wealthy. Social enterprises already operate in our communities and on our high streets – from coffee shops and cinemas, to pubs and leisure centres, banks and bus companies.

Social enterprises can be registered formally as Community Interest Companies (CICs). These are limited companies, with special additional features, created for the use of people who want to conduct a business or other activity for community benefit, and not purely for private advantage. This is achieved by a community interest test



and asset lock, which ensure the CIC is established for community purposes and the assets and profits are dedicated to these purposes. Registration of a company as a CIC has to be approved by the regulator who also has a continuing monitoring and enforcement role. The Office of the Regulator of CICs is a Partner of the Department for Business, Innovation and Skills (BIS). Registration is voluntary, however, by registering as a CIC, social enterprises can openly demonstrate that they welcome scrutiny and regulation as part of their values and concepts of operation. The role of social enterprise and its place within the delivery of key public sector services in the future is a universally agreed principle among the main political parties. It provides an opportunity for those with a passion for delivering public services to take control and deliver them directly, with the core values of community service and wider contribution at the heart of their desire to improve how society is best served. It also provides greater opportunities for business to flourish under a set of values that benefit the community rather than a shareholder, enabling business to be built ethically and responsibly for the benefit of the community.

## THE CHALLENGE

Never have UK public authorities experienced such challenges in delivering and maintaining high standards in a range of areas associated with legal duties. These are compounded by continued concerns over the security of suitable service delivery levels to meet the needs

of the law and of people at the point of need. The UK continues to grapple with a range of civil contingency challenges, where the law places significant responsibilities on a range of public authorities as formally recognised responders. These duties commit a broad range of authorities to a far-reaching portfolio of work to ensure that all civil contingencies activities are delivered. However, growing pressure on public finances is forcing public authorities to consider alternative delivery options, to share resources, and to promote a wider contribution from other areas such as the voluntary sector.

## SOLUTION – AN OPPORTUNITY FOR SOCIAL INNOVATION

By recognising the significant pressure the UK is facing on public finance, coupled with a continued desire to promote cost effective, socially focused solutions, public authorities have a golden opportunity to explore the possibility of supporting a locally based social enterprise to undertake and develop this important area of public safety and assurance for all LRF agencies involved with emergency planning and response.

Following an extensive period of research and conceptual development, Community Resilience UK has identified a potential opportunity for those working in the delivery of local emergency planning and response to establish a locally based CIC that could deliver the broad range of civil contingency preparation and advice to the full spectrum of LRF agencies as a viable going concern. Indeed, the approach could

provide substantial benefits to all concerned, including:

- A comprehensive, robust solution for the delivery of all civil contingency related work, that also provides **cost saving on existing revenue costs**
- An opportunity for **further efficiency, by combining multi-agency capabilities** into a single, **socially motivated** enterprise that delivers a common agenda for all parties
- An **extensive added value service portfolio**, that combines the present high standards of service for civil contingencies, with additional emergency accommodation capability, as well as a range of additional expert human resources that will offer greater capacity, capability and expertise
- The development of a **social enterprise** model in this area, enabling a locally led and managed community interest company to provide a first class, socially motivated service that **enhances voluntary sector participation and public engagement**, and that promotes a **locally delivered solution** in the delivery of this work
- An opportunity for local authorities to openly support and encourage a **Right to Challenge** initiative as promoted under the **Localism Agenda** and the values of **The Big Society**
- A unique opportunity to be a pioneering pathfinder; providing a showcase which will greatly assist policy development and

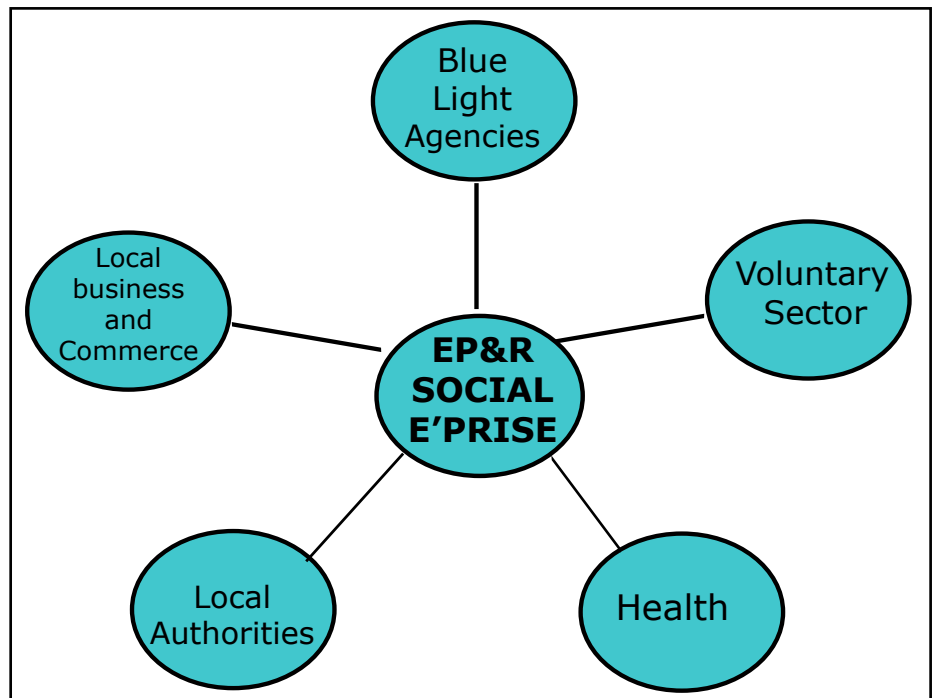
encourage all public service staff to consider the benefits of this approach.

### WHY SOCIAL ENTERPRISE?

A social enterprise goes beyond partnerships and joint working, and seeks to deliver more than just a technical service. It would look to secure support from a broad church of organisations and individuals from the voluntary sector, business and the community to participate actively in the delivery of civil protection and associated emergency welfare provision. The area of major emergency planning and response should be seen as more than just a strategic service. Public authorities will always need to secure expertise in contingency planning and response to meet the full range of legal obligations. But there is also **an opportunity to further enhance an agenda that levers social responsibility and wider contribution** to enable a broader spectrum of society to be actively engaged in this work, thus enhancing a key supporting role in contingency health and social care provision. The above figure illustrates a potential resource mix for such a venture.

### SECURING PUBLIC CONFIDENCE

It is widely recognised that public sector service delivery will not necessarily be a public sector monopoly. Indeed, the introduction of the Localism Act 2011 is a clear indication of this intent, along with high profile public service outsourcing strategies being brought to our attention through media exposure. However, the



key issue of securing public confidence in this approach is vital and has, at times, been compromised by high profile failings.

The Confederation of British Industry (CBI) comment in their report *Open access; Delivering Quality and Value in our Public Services* (September 2012) that "the case for this agenda [open access] has been made more difficult by recent high-profile failings in the private sector. Business has to respond to these public concerns and rebuild the trust through sustained behaviour change and constant delivery of results".

Knowing the passion and commitment of the resilience profession, I have no doubt that these qualities, combined with a well-defined contractual agreement between the social enterprise and its clients will ultimately deliver the best possible service and public confidence. It will be vital to ensure the service level framework is transparent and deliverable, and that the social enterprise is given the freedom and support to deliver it.

### BENEFITS?

Combining this ethical approach with the range of obligations and pressures associated with the delivery of this capability, a broad range of possible benefits and improvements can be identified:

- The approach would ensure that **LRF authorities and responders retain a comprehensive, trusted and dedicated contingency planning and response capability** that meets the requirements of the law.
- **Through public engagement**, it could encourage and foster a greater involvement of the **voluntary sector** in working with a community focused, socially motivated organisation, developing enhanced links with these groups and individuals to support service delivery and wider contribution. The approach could also encourage internal voluntary support from local authority staff (in the same manner that

is in operation now) to supplement these resources and promote a personal contribution to this area of work.

- As a social enterprise, the approach would promote a social mission, rather than the protection of a profit margin, unlike other potential providers within this area of work. As a result, the approach chimes with the values promoted by **The Big Society**.
- Enables a dedicated social enterprise an opportunity to **contribute as a community leader** in the area of public protection within the localism agenda, enabling expert advice and engagement as a local body working for the community.
- The approach offers a potential opportunity for **credible savings and efficiencies to all LRF authorities and responders**, by streamlining all civil contingency functions into a dedicated enterprise and utilising its own organisational resources, as well as exploiting the nimbleness and innovation of a commercial operation.
- Offers **'more for less'**, with the potential of substantial added value in relation to access and development of a cross-discipline resource capability drawn from all contributors, enabling all to benefit from a dedicated pool of skilled staff and the harmonisation of a combined approach.
- Enables dedicated civil contingency professionals to focus on service

delivery and development of their industry, ultimately, improving standards in partnership with the voluntary sector and other partners.

- Sends a **positive message** to the public and to key political sponsors that any service, however diverse or specialised, could be managed as a social enterprise and the value that approach brings to society. Indeed, this should be seen as a **pathfinder opportunity** to promote and develop this important area.

## CONCLUSION

Social enterprise could offer a unique and viable opportunity LRF responders to secure a high quality, cost effective and robust solution for the provision of civil contingency services against a backdrop of continual resource constraint and challenge. It also underpins an opportunity to enhance the partnership approach, by making LRF civil protection assets, capabilities and expertise available to all, thus underpinning the additional advantages of improved, harmonised efficiency through a single management structure. In addition, social enterprise may provide a further opportunity for any ruling administration to openly demonstrate to Government, members, staff and the public their support for locally delivered Social Enterprise initiatives. The approach is entirely consistent with the aspirations Francis Maude, who has openly stated they would like to see a million public sector workers transferred to social enterprises over the next four years.

(Source: <http://www.public-finance.co.uk/news/2011/02/minister-calls-for-one-million-public-sector-co-owners>).



## Author Profile:

David has worked in the field of emergency planning since 1998, entering into the profession following spells in engineering, broadcasting and facilities management.

In 2008, David took up the appointment of Head of Emergency Planning at Kent County Council, which includes a broad portfolio of work supporting the Kent Resilience Forum and its various activities.

David obtained a merit award for an MSc in Disaster Management from Coventry University, and lectures regularly at a number of universities on a range of subjects. He is a full member of the Emergency Planning Society and won the Resilience Planner of the Year Award in 2010.

He is now Head of the Emergency Management Team at Community Resilience UK.



# Sighted guidance training

By Kimberley Perkins

IN JULY 2012 Bristol City Council's Civil Protection Unit ran an internal rest centre exercise testing its rest centre and animal emergency welfare plans.

Guide Dogs for the Blind Association agreed to help with members and their dogs to act as evacuees; it was recognised that during the exercise our staff did not know, or have the skills, to assist visually impaired people. Rick Allbrook, of Sighted Guide Ambassador for Guide Dogs, put on a Level 1 Community Sighted Guide Programme to train key staff and volunteers. The training is designed to teach individuals how to give appropriate assistance to blind or partially sighted people. Rick ran two half-day training sessions in Bristol; around 40 staff and volunteers took part and worked their way through the programme.

The sighted guide training is part of Guide Dogs' *My Guide* service, it aims to reach out to people with sight loss and help them get out of their homes and back into the community. *My Guide* aims to reduce the isolation many people with sight loss experience, helping to rebuild their confidence and regain their independence. Recently, the *My Guide* service branched out to include *My Guide Open for Business*, which offers sighted guiding training to large businesses and organisations. Individuals are taught the skills of sighted guiding, and practise with fellow volunteers on a blindfold walk. A typical training session would explain

how to approach someone who is blind or partially sighted, how to walk in a narrow space or a busy area, how to safely cross a road, to go up or down stairs (and steps and kerbs), walking through doorways, helping someone to take a seat, getting into a car and how to alight a bus or train.

On the day of training there was also the opportunity to meet Heather, a partially sighted lady, and Mattie her guide dog. Heather volunteered her time to explain how *My Guide* enables blind and partially sighted people to get out and increase their mobility through simple guiding assistance and how to offer assistance correctly. This allowed the attendees the opportunity to ask Heather questions and to dispel any myths. The practical side of the exercise provided an appreciation and understanding of the challenges faced by those with visual impairment and the opportunity to test newly learnt skills. Attendees were divided into pairs, with one individual blindfolded and the other leading their partner through a series of obstacles testing the theory that had been taught by Rick.

At the end of the course all attendees received a certificate of achievement with many expressing interest in more training. One attendee said: "I have been on quite a lot of courses and workshops in the last year - without a doubt this is one of the best. Rick had really good interaction skills and made it enjoyable and informative." Another attendee said:

"Very enlightening session – gives you the confidence to offer help." Individuals that undertook this programme found it was not only valuable training for their roles with Bristol City Council, but also very relevant to their day jobs and even to their everyday life, seeing the practical use of these skills for emergency situations (particularly in evacuations), and even developing these skills when assisting the elderly.

Rick Allbrook, said: "180,000 blind and partially sighted people rarely leave home alone and Guide Dogs is committed to changing this through a range of mobility services. *My Guide* will help people feeling isolated by their sight loss to take their first steps back on the road to interdependence."

Simon Creed, Civil Protection Manager for Bristol City Council, added: "Purely by chance we realised during our rest centre and animal welfare plan exercise that assisting blind or partially sighted people and their guide dogs is not as easy as one imagines. The training provided by Rick was outstanding and really welcomed by our volunteers, further more the skills learnt have been found to be invaluable when dealing with the elderly and less able. Our warm thanks to Rick and members of Guide Dogs who have helped us so magnificently in our exercises and training."

**For more information on *My Guide* visit:**  
**[www.guidedogs.org.uk/services/my-guide/](http://www.guidedogs.org.uk/services/my-guide/)**

capability  
connectivity  
causality

# cyber security

prioritisation  
innovation  
business impact



By Dick Whittington  
[dick.whittington@moodinternational.com](mailto:dick.whittington@moodinternational.com)

**V**ERY few would argue against the statement that we live in a more interconnected and information-rich world than ever before. As a report from the IPPR<sup>1</sup> states: "We live today in a complex, densely networked and heavily technology-reliant society, where new technologies have enabled an explosion in the diversity of sources of information that people can use to design their own lifestyles". And this was back in 2009. Technology of course continues to develop and we continue to be bombarded by ever increasing amounts of information. The IPPR report highlights automation and integration on this scale magnifies not only efficiency such as economies of scale and 24-hour access to service but also vulnerability, firstly because complexity invites potential for attack and disruption, and secondly because organisations and communities are becoming increasingly less self-reliant. For any organisation,

measuring the risk posed by this vulnerability is extremely difficult as there are so many variables, and an all too common reaction is either to ignore the problem and respond to incidents ad hoc, or to pour money into what can be a black hole in the fight against unmeasured cyber threat.

**T**he media is increasingly publicising the dangers posed by cybercrime, feeding the hype and encouraging alarmist reactions. A recent article in *The Daily Telegraph* suggested Britain

is the target of up to 1,000 cyber attacks every hour<sup>2</sup>, and the cost of cybercrime to the UK has been estimated at anything up to £27bn annually, in part depending on the interpretation of what actually constitutes cybercrime. Data gathered by a study commissioned by UK MoD<sup>3</sup>, offers greater objectivity and analysis of the true costs involved. The chart in Figure 1 draws upon the results of this study, which distinguishes between the cost to organisations of genuine cyber crime, the cost

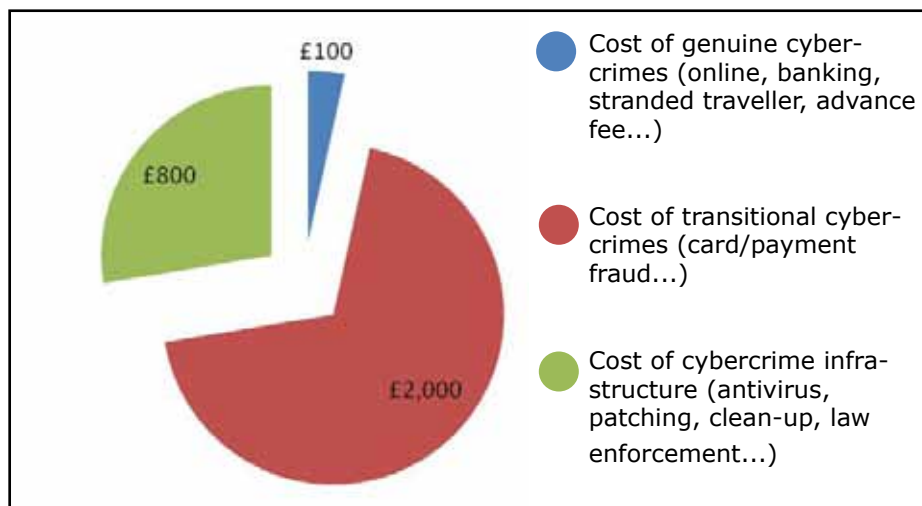


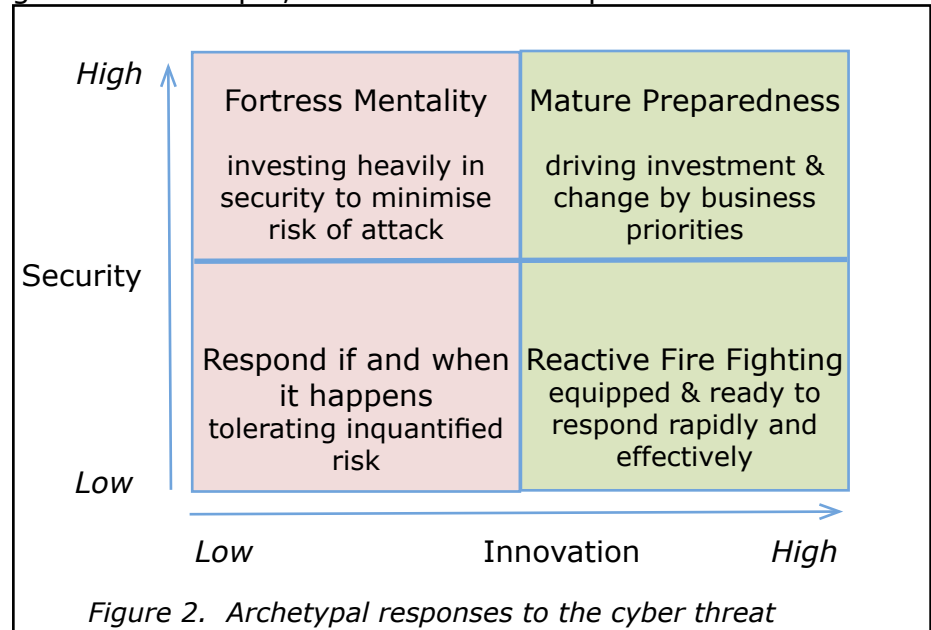
Figure 1. Breakdown of approximate UK cybercrime costs (£m)

of transitional cyber crime (crimes becoming cyber due to the move to online services), and the infrastructure costs of defending assets and cleaning up after intrusions. Significantly, cyber defence and recovery activities alone are estimated to cost UK organisations £800m per annum. This is a heavy burden especially in times when costs need to be kept under tight control and services are suffering from lack of investment. What organisations need to realise is this spending can be targeted to yield real business value if organisations are better informed in assessing their vulnerabilities, and smarter in joining the dots between these vulnerabilities and their primary performance objectives. This may seem an overwhelming task to begin with, but, when approached systematically, clear cause and effect can be established.

**T**he potential for such an approach has been expressed well by the Institute for Security & Resilience Studies (ISRS)<sup>4</sup>: "It has often been said the price of security is constant vigilance. In our contemporary world that is only half the task. Today, that price must also include constant innovation; pro-active, strategically-guided but free-thinking innovation." And the approach advocated by ISRS goes even further, asserting that an innovation-driven approach to resilience also benefits the agility and performance of the organisation. In other words, the objective should be an approach that delivers resilience as a by-product of designing an innovative and high performance operation. Figure 2 gives a simplified

characterisation of organisations' responses to the threat, according to the priority that they assign, respectively, to security and innovation. Location on the grid is likely to be determined by a combination of organisational culture ('that's the way we always approach things') and the criticality of services delivered. The threat is real. Therefore, broadly speaking, the pattern of costs borne by an organisation will be shaped by its location in this grid. For example, a fortress

their investment to achieve value in terms both of resilience and performance. So what does this mean for businesses? There is an emerging set of standard best practices for cyber security such as *10 Steps to Cyber Security*<sup>5</sup> which provide a structured backbone for a managed approach to cyber security. In addition to these, there are incremental steps that can inject increasing degrees of innovation into the organisation. To start with, it is important to acknowl-



mentality organisation will accept high infrastructure costs, whereas an organisation inclined to respond if and when it happens will budget for lower infrastructure spending, but will need to make contingency for high recovery costs in the event of an attack.

**A**pplying the approach of the ISRS adds a new dimension that prioritises the inherent benefit of innovation, whether applied to achieve a mature, proactive position or a confident, reactive position. It asserts that organisations which invest in a mature balance of security and innovation can better target

edge the perpetrators of the cyber threat pose a set of continuing business-level risks to your organisation. They are agile, dynamic and unpredictable, which means a confident proactive, planned and managed approach to cyber defence will be hard and ever-changing. Responding to these risks requires the whole organisation, from the Board through to technical specialists, be educated in the assessment of risks and responses, such that cyber security is visibly embedded in the fabric of business as usual, crucially including key processes for decision making and operations.



To give a practical example of this, a major pharmaceutical organisation has recently deployed a software environment that allows executives to monitor, through the use of plasma screens in their offices in different locations, the potential impact of a problem in one part of the world on other parts of the business. This is achieved through an underlying model of cause-effect relations, and visualised through a heat map (see Figure 3) which shows in close-to-real-time the operational consequences of incidents occurring across the network. The environment highlights increasing risk on key services by turning certain regions red. Prompted by this warning, executives and / or technicians can drill down into that area and find out where the problem is and what effect it is having. This could be, for example, an attack on a data centre in Bangladesh that threatens the continuity of a call centre in North America, or perhaps an online political protest that suggests a new oil platform in a politically unstable area may be facing attack or disruption. Significantly, decision makers across the organisation are aware of the priorities of their business, and are equipped and motivated to act in targeted ways to ensure continuing performance levels of key services. This security performance management environment – and others like it operating both in public and private sector organisations – operates over and above the range of technical security solutions. Its purpose combines an innovative approach to managing business performance with



Figure 3.

high resilience through targeted and timely decisions and actions in the face of threats.

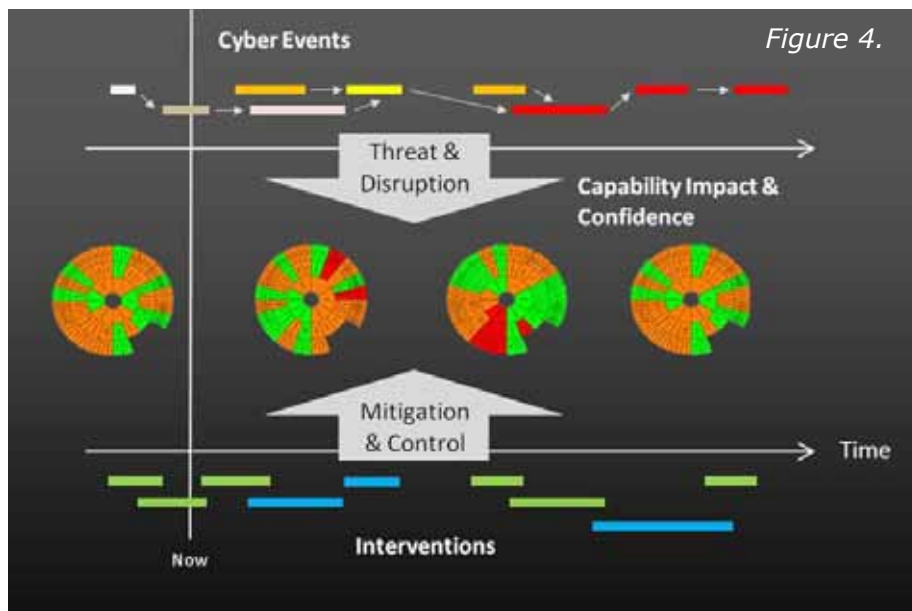
A further step is to embed innovation into the future planning process, and so to drive investment decisions from a clear model of what's important to the organisation – the outcomes that matter, and the cause-effect relationships by which these are driven.

This means:

- Potential threats are identified and prioritised by alignment with potential business consequences, which means that normal business case logic can be applied against quantified estimates of potential damage and disruption
- Investment in technologies, skills and other protective activities are targeted, applying a clear rationale that can be reviewed in the face of changing threat assessments
- Decision making across the piece can be more innovative in aligning investment with outcome, including

sustaining the resilience needed to achieve performance outcomes.

A way to visualise this point is shown in Figure 4. The moving target in the centre shows the projected capability performance of the organisation (or some component of it) over time. The interventions along the bottom show the current portfolio of projects and initiatives, and the cyber events at the top show current attacks or untoward behaviour, potentially augmented with future scenarios. By developing alternative threat scenarios and exploring the range of possible interventions and respective costs, an environment such as this can support both long and medium-term planning to ensure that investment in cyber security is both targeted and innovative in driving the real business objectives. Crucially, because the underlying analysis is driven from cause-effect structures within a business model, the workings of the business can be re-fashioned to enhance inherent resilience; for example, identifying and



addressing single points of failure. The consequences of such changes are then factored into the investment case. We can take this a step further by tracking the actual consequences of decisions against projections, hence calibrating the approach and incrementally increasing confidence in the underlying model. A smart approach to cyber security does not simply throw money at the problem. As these measures illustrate, a targeted and business-focused approach is possible, and this brings additional benefits to resilience and performance, offsetting the costs involved. Such innovation, however, needs a clear understanding of what drives achievement of key outcomes, backed by a transparent view of how the business operates, and a connected understanding of cause and effect. Given this perspective, it's possible both to plan proactively and to monitor and respond at a business level.

In summary, three things to keep front of mind:

**1. It's not about absolute security, but about prioritisation and business case**

The threat is real, affecting all organisations, and there can

be no 100% protection, due to the connectedness of the modern world. The important thing is to understand the impact of threat scenarios, and to ensure investments are focused on those assets, services, or capabilities that drive key performance outcomes.

**2. It's not about how IT runs security, but about business operations**

Cyber security is not a technical IT issue. The degree of risk posed by a successful attack needs to be acknowledged and addressed at Board Level. Just take a look at the much quoted experience of Sony last year. One implication of this is the need for transparency, visibility and connectivity across the organisation, so that if a problem occurs it's possible to get the right people involved and shorten the time it takes to respond with necessary action to mitigate negative impact. And such activity is not only about technical recovery; it might also include public communications, supply chain re-configuration or limiting the abilities of personnel.

**3. It's not about reacting to past events, but about anticipating the effect of**

**future events**

Organisations need to be aware of the potential consequences of their actions in terms of provoking interest from those intent on causing harm. New product / service launches, newsworthy activities, or sharp increases in performance can all trigger unwanted interest. Campaign planning needs to anticipate threats that may be provoked, and therefore trigger interventions to establish appropriate controls and protection. All of which again demands transparency, visibility, and connectedness, within a context of clear target outcomes for service performance.

In November 2011 the National Cyber Security Strategy<sup>6</sup> outlined a vision for the UK in 2015 to derive "huge economic and social value from a vibrant, resilient and secure cyberspace". To deliver on this vision, our key industries will need to apply the kinds of innovation that have been described here, both to benefit their own resilience and service performance objectives, and also to meet the wider strategic aims of UK plc.

*References:* **1.**IPPR Shared Responsibilities - A national security strategy for the UK: Final report of the IPPR Commission on National Security in the 21st Century, June 2009  
**2.**The Telegraph, 22 Oct 2012.  
**3.**Anderson R, et al, Measuring the Cost of Cybercrime, Workshop on the Economics of Information Security, June 2012  
**4.**ISRS, Cyber Doctrine - Towards a coherent evolutionary framework for learning resilience, June 2011  
**5.**Department for Business, Innovation & Skills, with the Cabinet Office and CPNI, 10 steps to cyber security, 2012  
**6.**Cabinet Office, National Cyber Security Strategy, Nov 2011

# 2013 - Beyond the Mayan Apocalypse...

By Geary W Sikich, **G.Sikich@att.net**

**W**ell, it is December 28, 2012, as I write these lines. It appears we have survived the end of the Mayan calendar and the predicted apocalypse/earth changes – well, at least until the next prognosticator emerges with dire predictions. So, for those of you who like to peer into the crystal ball of future concerns, I have put together a quick list of my top risk areas for 2013 - really a look at strategic risk, although a quick drill down sees risk implications at the operational and tactical levels. My top picks for emerging crisis issues and high-impact risks in 2013:

## **Sovereign Debt**

One of my top areas for concern, after Greece, Italy, Portugal, Ireland, France, Germany, USA is sovereign debt and Government spending. Of course throw in China, India, Russia and a few others and you have a wonderful concoction for crisis and high risk exposures.

The USA is a particular concern due to still being the largest economy in the world. China is a close second as it holds so much USA debt instruments.

**Top question:** What will happen when interest rates rise from their artificially low levels and suddenly governments cannot pay the interest on debt with tax revenue generation?

## **Geo-Political Instability**

Syria, Iran, North Korea and Somalia are immediately associated with political instability and geographic influence. While the conflict in Syria threatens to grow much worse; perhaps dragging in the USA and EU allies, North Korea quietly (not if you are a South

Korean) continues to expand its arsenal and threat of an action against its partitioned neighbour to the south. Iran has withstood the current sanctions and continues development of nuclear technology (for peaceful purposes) while periodically threatening to close the Strait of Hormuz. Somalia continues to shelter its pirates and provides a business model for pirates operating in Southeast Asia, Nigeria and other parts of the world. **Top question:** Will Israel attack Iran thereby starting a potential global conflict?

## **Technology**

Cyber threats abound and the world is over-teched. Dependency on technology is creating a technology bubble. 'Big data' is now a buzzword. We are overwhelmed by a tsunami of information – much of it 'noise' and it is increasing geometrically. Nobody knows what to do with all that data either; it just keeps building, growing and exploding.

**Top question:** How safe are we from cyber threats?

## **Infrastructure**

Worldwide, we face a growing concern when it comes to infrastructure. Key components of the infrastructure, for example, transformers, can take years to replace.

The waiting time for large transformers is now up to three years. Banking and financial institutions are still in the high-risk category as bailouts and restructuring have not solved the problems that we created in the past. Transportation – the global supply chain is at risk as threats from the above cited areas and the areas below present challenges that are as yet, unseen.

**Top question:** When and where will the next large scale power outage occur?

## **Environment**

While global warming has been, and is being discussed and debated, no one has come up with much of a solution. Pollution is still a major problem on a worldwide scale. Resource scarcity – strategic minerals is quietly causing commodity prices to gain in volatility.



And, we have yet to understand the magnitude of potential geo-magnetic problems that could be caused by Coronal Mass Ejections (CME) and increased solar activity. For most of the things cited here there is no defense and no short term solution or easy correction.

**Top question:** What is the combination of environmental issues that will create the next great unseen crisis?

### Foreign Sources of Energy

World energy consumption continues to increase. We consume over 90million barrels of oil daily. World coal consumption is more than seven billion tons annually.

According to International Energy Administration data from 1990 to 2008, the average energy use per person increased 10% while world population increased 27%.

Regional energy use also grew from 1990 to 2008: the Middle East increased by 170%, China by 146%, India by 91%, Africa by 70%, Latin America by 66%, the USA by 20%, the EU-27 block by 7%, and world overall grew by 39%.

Worldwide total energy consumption increased 1.35% in 2010 according to World Watch.

Since the global financial crisis in 2008, worldwide energy consumption has grown faster than the global economy for two years in a row, as many countries started implementing massive stimulus packages to push their national economies out of recession.

**Top question:** When is the next resource availability shock going to occur?

### Global Workforce

As world population continues to grow, we find that the global workforce is faced with a significant challenge.

In many countries an aging workforce is about to transition into the next phase of life. The replacements are ill equipped to fill the roles that are being vacated. "Under-skilled" is a word that has entered the global vocabulary.

A skill mismatch poses a real threat to global stability. In the nuclear power industry a significant percentage of nuclear engineers are ready for retirement – no replacement pool is coming out of colleges to fill the gap. Same for petrochemical engineers; where roughly 80% of the workforce will soon be eligible for retirement.

The list goes on and on.

**Top question:** When will we realign the workforce and match needed skills to educational attainment?

### Renewables

Fragmented and disoriented best sums up the area known as renewables. Biofuels, wind, solar and biomass, for example, all promised to be answers to global energy consumption issues.

Most have, at best, provided minimum offsets to the use of fossil fuels. One issue, in the USA, is a lack of an energy policy.

Worldwide, renewables present even less of an alternative as countries wander through policy and program development.

**Top question:** Will renewable energy ever evolve past an interesting sideshow?

*References: International Energy Administration, World Energy Consumption Stats 2012  
World Watch energy*

*consumption stats 2012  
Sikich Geary W 'Walking on Shifted Sand' Global Conference on Disaster Management 2012*



About the author:

Geary Sikich is a seasoned risk management professional who advises private and public sector executives to develop risk buffering strategies to protect their asset base. With a M.Ed. in Counseling and Guidance, Geary's focus is human capital: what people think, who they are, what they need and how they communicate.

Geary began his career as an officer in the US Army after completing his BS in Criminology. As a thought leader, Geary leverages his skills in client attraction and the tools of LinkedIn, social media and publishing to help executives in decision analysis, strategy development and risk buffering.

Geary has a passion for helping executives, risk managers, and contingency planning professionals leverage their brand and leadership skills by enhancing decision making skills, changing behaviors, communication styles and risk management efforts.



ENERGISE YOUR  
KNOWLEDGE.

*"@resilio21: Fantastic & informative webinar on #climatechange by @theeps1 more of the same pls"*

WE ARE receiving some great feedback from our members - such as the Tweet above - about our recently re-instated interactive webinars.

Members have kindly been e-mailing their suggestions for topics and we are pleased to announce details of the next, member-requested, webinar:

## TOPIC

### **The Changing Face of CBRN: What Next?**

A presentation outlining elements of the CBRN response that participants may consider ready for change.

**Date:** February 6, 2013

**Time:** 3pm to 4pm

**Speaker:** **Chris Abbott**,  
Managing Director Watership  
Associates and Chairman of  
CBRN Professional Working  
Group

## WEBINAR OVERVIEW

The ability of Category 1 and 2 responders to react to an event involving chemical, biological, radiological or nuclear (CBRN) hazards has evolved significantly over the last 10 years.

The emergency services have acquired new equipment and multi-agency

concepts, doctrine, tactics, techniques and procedures have been developed. Detailed response plans have also been prepared for those cities considered to be most at risk of a CBRN incident. But, after 10 years, is there a need for change? Has the right equipment been bought and are the concepts, doctrine, tactics, techniques and procedures the right ones and are they as effective and flexible as they need to be?

This webinar will consist of a short presentation outlining some elements of the CBRN response that participants may consider ready for change.

Participants will then be given the opportunity to contribute to a debate about the future of the CBRN response either by joining the discussion directly (audio access required) or by messaging written comments which will be read out by the speaker.

## COSTS

The webinar is **FREE for EPS members** and costs £40+VAT (one webinar) and £60+VAT (two webinars) for non-members. Any non-member who joins the Society within one week of the webinar will be

reimbursed their webinar fees!

You can book your place on the Events section of the EPS website:

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

## INFORMATION

- After booking you will receive a direct internet access link which you click for access to your chosen webinar; this will transpose you onto the webinar where you will be able to listen and learn automatically through your computer speakers or headphones
- EPS webinars are interactive so you will be able to ask questions during the session
- After the webinar you will be sent a copy of all presentation material for your future reference
- If you have missed any of the previous webinars you can watch the recordings online at: <https://www.the-eps.org/about-us/webinars>



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# UNDERSTANDING COMMUNITY RESILIENCE



By Andy Fyfe, Southern branch  
[afyfe@buckscc.gov.uk](mailto:afyfe@buckscc.gov.uk)



**T**HIS article is the first of two looking at the subject of Community Resilience (CR) from a predominantly local authority perspective. It attempts to look at how CR is so closely related to a number of local authority / central government policies and deliverables, but how delivery is hampered by lack of understanding of both these and other benefits – including financial – that CR brings. It finishes with a summary of what can be done now by practitioners at all levels to start raising the profile of CR. It is important on a number of connected levels. Socially, it makes people and families better prepared, and the vulnerable hopefully less so (vulnerable, that is). Economically, businesses become more resilient and prosperous. Politically, it links to Big Society and Localism while at the level of local government this develops into empowering the community (including town and parish councils), developing self-sufficiency, self-determination, neighbourliness and demand management. Financially, in an age of austerity and cuts, public sector capabilities are reducing so any community requiring less intervention is a bonus. By enhancing the resilience of one's community, one is able to reap the rewards and return on investment that resilience affords. From a risk perspec-

tive, while we are asked to plan for emergencies on a national and regional scale at the same time as delivering 'efficiency savings', we need, as a nation, to adapt our capabilities to match the risk wherever we can. To drill down into one particular wide-area risk, we are asked to develop adaptation to climate change and while this also includes looking ahead, the impact of climate risks are very much with us in the here and now. CR is a means of mitigating the impact of wide-area emergencies while delivering adaptation to climate change in the longer term.

**A**rguably for practitioners, CR is the third (and currently mainly missing) programme of work for delivering resilience in one's area of responsibility. IEM ensures that responders are capable of responding to emergencies in the community. BCM ensures that we can do this and continue all other urgent activities even in the event of a disruption to our own activities. CR would ensure the community, without which IEM and BCM would become almost superfluous anyway (no community, minimal risk), are able to actively mitigate the effect

of an incident or emergency, rather than sit back and be victims.

**S**o what do we want CR to achieve? The end state would be a community which has limited recourse to external support, being practically and mentally better prepared to prevent and then mitigate the impacts of a situation, incident or emergency. It is the antithesis of the nanny state, though ironically those delivering it may be accused of being a part of that. Achieving this end-state is not simply about having a community emergency plan, though that has its place. It incorporates public education and information, business resilience and a smattering of emergency management. It is closely, or directly, linked to several Civil Contingencies Act (CCA) statutory duties, yet there is no duty to specifically deliver CR with such an explicit end-state. The CCS published a Strategic National Framework on CR confirming its link with Big Society in March 2011. The framework's purpose was predominantly to recognise the then



current best practices and state central Government's willingness to support and empower communities. Although the community emergency plan is the key take-away message of the framework, it does hint at a wider remit for CR, noting a link with public education, corporate resilience and also the 'Developing Community Resilience through Schools' project by Essex and Nottinghamshire County Councils.

**T**he framework, however useful that it is in specifying an intention, is just that – a framework. The key difference is to make CR into a formal programme of activity and recognised as an extraordinary opportunity to implement Big Society, Localism, CCA duties, volunteering, council policies, priorities and objectives (depending on your authority). The return on investment would be a more resilient society, stronger businesses, safer and more resilient schools and care homes with all the benefits that these bring.

In the event of an incident or emergency, less demand on public sector services from resilient communities may deliver cost-savings – or at least prevent higher costs on tight budgets.

Important (and hopefully obvious) to note, CR is neither an excuse for not having effective BCM nor is it a replacement for the blue light response of the emergency services. However, there are obstacles. While local authorities have statutory duties that must be undertaken, the continuous demand for 'efficiency savings' threatens the ability to deliver those aspects of CR which are



either not a statutory duty or are so loosely regulated as to make compliance a matter of paying lip-service with the publication of a web page or two. Compared to the statutory duties of IEM and BCM, CR is essentially aspirational – and yet frustratingly it delivers many of the key outcomes wanted by both local and central Government.

**S**o what can be done to raise CR higher onto the authority agenda so elected members and executives are willing to commit funds and resources? The two articles are intended to try to raise the profile of CR among predominantly local authority practitioners, to make it appealing to them in any number of ways. Once converted, inspired or otherwise driven, it is hoped practitioners might start to sell CR to like-minded budget holders and councillors and if enough do this, then a critical mass of interest might be created to take CR forward as a formal programme. By being able to convince budget holders of the cross-cutting benefits – and a concerted effort across the board, with the subject being raised at local, regional and

national levels would be critical – practitioners could show that CR is more than a temporary political fad linked to Big Society, but an opportunity to put into practise what they have been trying to achieve by other means. LRFs can also help. The importance of CEOs hearing this from other members of the Category 1 responder fraternity and not just their own staff should not be under-estimated. Likewise, LRFs can help by using the Community Risk Register to show how communities can prepare themselves for risks by identifying community mitigation measures within that document – most CRRs just focus on what mitigation measures the statutory responders have in place rather than advise the community on what they can do to be better prepared. This also has the benefit of making the CRR more fit for purpose within the spirit of the CCA, i.e. not simply a tool to inform the community.

**A**t the national, and sub-national, level central Government need to adopt a more proactive stance. It is not enough to provide a framework, another

plan template and state to practitioners that CR is a priority.

The CCS need to pick up the CR gauntlet and make sure that when Big Society or Localism is discussed, the importance of CR in helping to deliver this is also identified. This also needs to come directly down to CEOs in the authorities from the CCS, DCLG and the LGA. DEFRA need to note CR as a means of delivering adaptation to climate change (and that community emergency plans should be based on an all-hazards risk assessment and not be just flood plans).

**T**here should be absolutely no doubt in the minds of local authority CEOs central Government see delivering CR as a critical element to developing Big Society and Localism, that CEOs recognise the benefits and return on investment and that resources to develop CR should be made available. Community resilience is not a new subject, but it has also not been considered as a blended programme that can deliver on so many levels. The benefits and returns that CR delivers can be seen as part of Big Society, Localism and working with the voluntary sector and for those reasons it should be seen as crucial to central and local Government.

**I**t helps to deliver local prosperity, it empowers parish / town councils, it reduces demand on the public sector in times when resources are strained, it helps protect children and the vulnerable and it creates a society that is self-sufficient and resilient. It helps other parts of the local authority be compliant

with statutory duties and as best practice it delivers on two CCA duties. And best yet, the majority of local authorities already have a team with the capability and knowledge to deliver it – at least, for now.

- *The second article will look at a possible programme of work that highlights more benefits of community resilience which could be put in place by practitioners if their authority provided the right level of support.*

#### About the author:

Andrew Fyfe has worked at Buckinghamshire County Council for more than 10 years, first as an EPO and now as Resilience Manager.

He has written one book titled *School Resilience Planning*. Prior to his current employment he worked in Bosnia for several years with the Organisation for Security and Co-operation in Europe in a number of different roles; before that he served in the British Army. Andrew is a member of the EPS' Southern branch.

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# NETWORK RAIL PUT THEIR FLOOD EMERGENCY PLANS TO THE TEST

By Derek Butcher, Phil Emonson and Peter May



*IMAGES and reports of flooded rail track, landslides and disruption for commuters have become increasingly familiar with much interruption to rail services across large parts of the network in the run up to Christmas 2012. Network Rail, however, were already preparing for the worst by engaging EPS-accredited JBA Consulting to work with all routes to help plan, prepare and deliver a series of flood training exercises for staff involved in flood incident management and emergency planning.*

The first of these flood exercises was delivered for Kent route during September 2012. Code named 'Exercise Dickens', it was a six-hour command post exercise driven by simulated Environment Agency Flood Alerts, Flood Warnings and a Severe Flood Warning affecting

different parts of the route. The exercise focussed on the Tonbridge to Ashford and Ashford to Canterbury lines, involving players from the operations, control, maintenance and asset management teams. JBA's specialised flood emergency planning team designed a suite of flooding related scenarios to create a series of challenging but realistic flood-related incidents. The aim was to help maintain a professional and safe service to customers during a flood, whilst also testing communication with professional partners and adherence to duties as a Category 2 responder under the Civil Contingencies Act (2004). A number of key objectives were agreed for this timely training opportunity, including:

- To test performance of flood warning procedures using their Flood Action

database and emergency plans

- To test communications internally and externally with professional partners and the general public
- To identify learning outcomes in the response to, and management of, flood incidents
- Exchange constructive feedback on the operational response and procedures and update these as necessary.

The following elements of Network Rail management and response to flood incidents were exercised at both an organisation and personal level for the players involved:

- Communications (internal, external with professional partners, public etc)
- Understanding of roles and responsibilities
- The accuracy and appli-



cation of flood plans and procedures

- The availability and suitability of resources to manage the incident
- Knowledge and understanding of the route and high risk assets
- Business continuity and contingency planning.

The training exercise comprised four distinct sessions. The first three followed the designed weather scenario, progressing through simulated Flood Alerts, Flood Warnings and Severe Flood Warnings from the Environment Agency. During these sessions the pre-planned individual scenarios were delivered via a series of injects. JBA's flood emergency planning team simulated telephone calls from Train Operating Companies (TOCs), the Environment Agency, the Met Office, members of the public, utilities/power companies and Network Rail contractors. They also provided simulated scenario-based reports for Network Rail maintenance and operational staff onsite. These included:

- British Transport Police reporting a threat of landslip due to heavy rain
- High river levels at a bridge exceeding the maximum safe level, leading to line closure and subsequent testing of reopening procedures
- Localised power outages reported by the utilities company
- High river levels at a bridge imposing an emergency speed restriction
- Embankment stability issues
- Temporary system failures.

JBA directing staff provided

regular simulated updates from Network Rail maintenance staff deployed to their assets, reporting river levels and flow conditions, evidence of scour, embankment and earthwork stability, and track flooding. These reports to the route operations and control team were then directly reported to the specialist geotechnical and civil engineers. The exercise also provided a valuable opportunity to use and test Network Rail's bespoke flood warning database, Flood Action. Flood plans and procedures, engineering principles and knowledge of the asset in question informed decisions to be made over any necessary speed restrictions or line closures. The final period of the exercise, the downgrade session, was initiated by simulated 'all clears' by the Environment Agency. During this session line reopening and removal of speed restriction procedures were exercised to ensure the resumption of safe train services. As well as the planned scenarios, a number of unscripted, real-life incidents (such as a bridge strike, a fatality on the line and a fire drill) also occurred during the exercise. However, not only did these add to the realism of the exercise in terms of the unplanned nature of incident management, but also posed questions of prioritisation for the route operations and control team. Immediately following the exercise JBA staff directed a hot debrief session. This discussion forum successfully captured positive elements and potential for improvement from the flooding incident, at both organisational and personal levels. This was

followed a few days later by a reflective response from all those involved, identifying personal and organisational improvements to flood incident management. All feedback was captured in a final report and action plan, aimed at ensuring the best possible response to any future flooding incidents. JBA's Testing Flood Response Exercise service is accredited by the EPS and is worth three CPD points.

- To find out more contact Peter May on [peter.may@jbaconsulting.com](mailto:peter.may@jbaconsulting.com) or visit [www.jbaconsulting.com/services/floodexercising](http://www.jbaconsulting.com/services/floodexercising)

### **Derek Butcher B.Eng (Hons), C.Eng FICE**

Derek is the Route Asset Manager - Civil Engineering (Kent) having joined Network Rail in 2003. He has responsibility for the safe management of all rail bridges, tunnels, earthworks, retaining walls and sea defences. **Phil Emonson BSc MSc FRGS MCIWEM C.WEM and Peter May BSc FGS CGeol** Phil and Peter lead flood emergency planning in JBA Consulting. Phil is a senior flood risk consultant of six years' experience, who is JBA's technical lead for flood exercising. Peter, former Area Flood Risk Manager of the Upper Severn catchment at the Environment Agency, has over 30 years' experience in flood and water management and is a Technical Director at JBA.



# BUILDING RESILIENCE INTO BUSINESS AS USUAL

By Jim Preen

*The figures are well rehearsed:*

- **80% of businesses affected by a major incident close within 18 months**
- **90% of businesses that lose data from a disaster are forced to shut within two years**

*And yet it's somehow unsurprising to find that few small businesses consider business continuity a priority...*

THE reasons aren't hard to find. Apart from total disaster junkies no one particularly likes to think about crises and, for most small businesses, just surviving is a daily struggle. Keeping all the plates spinning in the air requires 100% attention, who is going to slice out even 1% just to consider a bunch of scary 'what if' scenarios?

But perhaps someone senior in your organisation feels the extra effort should be made – perhaps that person is you. What then? Well if potential crisis scenarios are scary then so is the prospect of dealing with business impact analyses, risk assessments and the whole task of writing a business continuity plan. Even the jargon is intimidating particularly for someone with little or no business continuity experience or training.

Large companies employ business continuity specialists, many have a whole dedicated department or can afford to employ outside contractors to help with writing and testing plans. Not an option for most SMEs. In addition, resilience implies

at least some form of contingency - for example a recovery site - and how many businesses can afford duplication when the boss is always trying to find ways to cut costs not increase them? The tried, tested and not always successful counter argument goes like this: if it seems like a lot of time, effort and expenditure to adopt business continuity practices, the cost of these will be as nothing compared to the cost of enduring a catastrophe and its aftermath without a plan.

It can be a persuasive argument, but so can: "Yes I agree but right now we don't have time for that, because just in case you haven't noticed we've got 300 orders to get out, Acme Suppliers have just told me they can't deliver 'til Thursday and the wages bill needs to be met at the end of the month."

That can be a pretty persuasive argument too with the result that resilience gets kicked into the long grass. But here's the cruel paradox. Big businesses can often withstand a crisis; they have

the money, the expertise and plans in place to deal with disruption. Small businesses are far more vulnerable and business disruption, even for just a few days, can be terminal given their limited resources and manpower.

So what can small businesses do to become more resilient? If the money and effort to produce and test a business continuity plan is either too much to ask or more realistically just not going to happen then what about building business continuity into business as usual?

It might also lead to a more efficient workplace. Instead of writing a business continuity plan, what about documenting workplace procedures, suppliers, inventories, equipment maintenance along with contact details for staff and external stakeholders?

And talking of external stakeholders what about developing key stakeholder templates?

Why is this person/company important to us, what services do they provide or what services do we provide



them?

Add contact details and names and you have a useful document that can be beneficial anytime, not just in an emergency.

**I**nventories should include all the equipment your firm needs to get the job done and that even applies to very small businesses that operate from peoples' homes. If you make a list of all your personal items for insurance purposes you will likely do the same for computers and other business equipment. Have this list available so if the equipment is lost (perhaps your office is flooded) you know exactly what you need to get back up and running.

Keeping that list current will also mean your list of insured items is easily updated.

Personnel changes can cause problems for small firms where far fewer people are available to fill gaps or be promoted.

Staff training time will likely be limited so why not document office procedures and job descriptions including roles and responsibilities?

Then if crisis strikes and key employees are not available – perhaps they are ill or on holiday – you at least have a clear indication as to what their jobs entail should other staff have to fill the vacancy or new staff are hired on a temporary or permanent basis.

**O**nce again you are streamlining office efficiency and will have information in place that will help during an emergency. What about office security? A couple of years ago UK civil servants seemed to leave laptops on trains and in restaurants with bewildering regularity.

That trend seems to have diminished but often a very light touch is displayed when it comes to information security.

Once again your office document should include all the encryption and protection protocols your staff are expected to follow.

The same goes for IT back up, particularly now when even smart phones carry huge amounts of sensitive work-related content.

In many cases procedures for protection and storage have not kept pace with available technology.

**M**ake sure yours are up-to-date and documented.

Writing a document setting out work procedures and job descriptions should not be intimidating for those involved in business.

There need be no scary and little understood jargon and will not cost a fortune to produce – just the time taken by those tasked with its implementation.

The one caveat is this is a live document and will need constant updating – so someone will have to grasp that nettle and make sure it is reviewed on a monthly basis. If it's well written in the first place that shouldn't take too long.

Resilience can seem like a giant step for many small businesses, but good office management should be achievable by any dynamic and well-intentioned SME. Document it and you may not have a full blown business continuity plan but you'll have the next best thing, which may well help your business run more efficiently in normal times and might just save your bacon in a crisis.



#### About the author:

Jim Preen is Head of Media Services at Crisis Solutions and can be contacted at [jim.preen@crisis-solutions.com](mailto:jim.preen@crisis-solutions.com). In his role as Head of Media Services at Crisis Solutions, Jim writes crisis communication plans, delivers master classes on crisis communications and produces television news items. He is an expert on the impact of social networks on crisis communications.

Jim is the author of *Business Continuity Communications* and the editor of *Business Continuity Exercises and Tests* both of which are co-published by the British Standards Institution and Crisis Solutions.

He is a former journalist who worked for many years at US television network ABC News. He was sent on assignment around the world and among many other stories covered the Concorde crash in Paris, the Bosnian war and the first Gulf war. During this time at ABC he won two Emmy awards – the most prestigious awards in US television. He has also written for tWhe Independent, the Daily Express and a host of business periodicals.



# DEFENCE CONTRIBUTION TRAINING FOR UK RESILIENCE



*Joint civil and military exercise controllers on a typical exercise*

**"It is recognised that, at times, civilian responders may request Defence support due to the nature and scale of an emergency and that Defence assets will be required to support the response."**

RECENT examples of reactive operations include the Gloucester and Cumbria floods while the Olympics is an example of a pre-planned operation. In the event that Defence assets are required, the Ministry of Defence will authorise deployment of Defence assets, although in exceptional specified circumstances deployments can be authorised by regional Defence staff. One of the 11 Army Regional Formation Headquarters will liaise through their Joint Regional Liaison Officers with the relevant Strategic Coordinating Group to ensure the civil and Defence response is both appropriate and co-ordinated

effectively.

The Command and Staff Trainer (UK Operations) is a small Defence Team responsible for the delivery of procedural training to Regional Formation Headquarters to prepare them to support the civil authorities and emergency services during emergencies in the UK. With wide-ranging responsibility and a small establishment, the team has developed a unique business model:

- All of the training is delivered within the exercising headquarters' area of responsibility - usually the headquarters complex

- Exercises are planned and delivered as a multi-agency activity with the involvement of Category 1 and 2 responders.

Typically, the team delivers a variety of exercises including seven major multi-agency procedural exercises a year with each exercise preceded by preparatory training. In order to remain current with the civilian resilience matters, all team members are members of the Emergency Planning Society and regularly attend seminars and conferences throughout the UK. The team also has links to the Emergency Planning College and have civilian qualifications in

emergency planning and business continuity. The last year was particularly busy for the team as the Defence preparation for the Olympics led to an increased exercise requirement. Organisation of this additional activity caused some scheduling difficulties but the programme was eventually delivered successfully, including a trip to London for the team to observe and offer advice to the Games Security Co-ordinating Centre of the London Organising Committee of the Olympic Games. In addition to this activity, the team also took on much of the planning and delivery of Exercise SUMAN WARRIOR for the Nations of the Five Powers Defence Arrangements in which soldiers from Singapore, the UK, Malaysia, Australia and New Zealand trained in York over a two-week period, culminating in a three-day command post exercise. The

scenario selected was an east coast inundation and the excellent support from emergency responders from Cleveland and Humberside added to the realism and ultimate success of the event. With Olympic training delivered successfully it is time to look to the future. In addition to the return to 'conventional' exercising, there will be a requirement for bespoke training to support Defence preparation to support the 2013 G8 Summit and the 2014 Commonwealth Games. Building on the success of Exercise SUMAN WARRIOR, there will also be increasing international engagement with a training event requested by the Malaysian Army, a request for the team to support planning for Exercise SUMAN WARRIOR 13 in Australia and the potential for an exercise with the Indian Army. All in all, the future is set to be just as busy as the last year.



#### About the author:

Lieutenant Colonel Jon Gunns commands the Command and Staff Trainer (UK Operations) where he is responsible for the provision of command and staff training in order to prepare Regional Forces' Headquarters and Specialist Units for operations in support of the civil authorities. He has been a member of the EPS for three years.



*A typical multi-agency exercise control organisation.*



# SUCCESSFUL LAUNCH FOR NEW CONFERENCE

*EMERGENCY Management: Themes in Emergency Planning, Response and Recovery took place at the Nottingham Conference Centre and was organised by a team which included several members of the EPS Educational Committee. The conference, WRITES VIVIENNE BRUNSDEN, brought together academics and practitioners to share cutting-edge research findings and learn about the latest developments in both research and practice.*

The day consisted of two keynote sessions; in the morning Dr Anne Eyre spoke of the changing landscape within contemporary emergency management. Her talk covered historical perspectives through to current practice highlighting both similarities and differences and covering issues of preparedness, response and recovery. In the afternoon Lucy Easthope and Genevieve Goatcher, who have worked together on a number of pieces of practice relevant research, shared the keynote session. They presented findings from recent partnership work conducted with those who had experienced major emergencies and offered guidance on how policy makers can work with, rather than against, communities who are experiencing loss.

In addition to the keynote presentations, more than 30 other researchers presented their work. The presentations covered a wide variety of topics which included, among other things, a focus on issues such as earthquake mortality patterns, the natural hazards partnership, long-term tsunami recovery, evacuation simulation, CBRN terrorism, health emergency planning, transport infrastructure, risk profiling and prevention, decision making and communication,

post-disaster recovery and international disaster aid. A key intention of the conference was to support newly emerging researchers alongside the more established academic and practitioner researchers. To this purpose the Emergency Planning Society sponsored a prize for the Best Student Paper. All papers given by students were included as nominees and the awarding panel was made up of members of the EPS' Education Committee. The decision was a difficult one but a well-deserved winner was found in Abigail Mottershaw for her paper *Ambiguous loss: work- family relations in the emergency services*. This research considered the impact of emergency services working on personnel's families.

Specifically, it explored the situation where their loved one is physically present but psychologically absent because of their occupational experiences.

A number of other research prizes were also presented at the conference. Student research was also the focus of the Emergency Services Research Unit Award for Best Student Poster. This was awarded to Lisa Sanderson for a poster entitled *Evaluating a Telephone Trauma Support Service*. This reflected work conducted while Lisa was a postgraduate student conducted in partnership with the organisations Rethink and Combat Stress. The International Journal of Emergency Services Award for Best Paper was presented to Dr Chris Cocking (Brighton University) for a paper



*EPS member Lucy Easthope presents Abigail Mottershaw with the Best Student Paper award*





*Lisa Sanderson took home the Best Student Poster award*

entitled *Collective resilience versus collective vulnerability after disasters: a social psychological perspective*. His fascinating work exploded many of the myths surrounding public reactions and survivor behaviours during emergency events. Also initiated at the conference was a new major award which will be presented each year to someone who has made a significant contribution to emergencies and disaster related research. The inaugural recipient for this award was the conference's keynote speaker Dr Anne Eyre and it was also announced the award is being named in her honour - the Eyre Award for Excellence in Emergencies Related Research.

Dr Eyre received the award because of her sustained excellent contributions in areas such as humanitarian assistance post-disaster, survivor and bereaved rights, memorialisation, planning and training within the emergency services particularly in relation to traumatic exposure. As well as the

importance of her research and the impact it has made to policy and practice Dr Eyre has made contributions in many other ways; for example, establishing courses in emergency management, teaching at the Emergency Planning College, conducting Government commissioned work, and serving on organisations such as the Association of Traumatic

Stress Specialists and Disaster Action. Dr Eyre's contribution to the field of emergencies related research and practice cannot be measured. Nominations for next year's award are now being taken and it is hoped that members of the Emergency Planning Society will contribute suggestions for next year's winner. Lead conference organiser, Viv Brunsden, said: "The conference was a brilliant success. Not only were the presentations fascinating but there were plenty of opportunities for networking to collaboratively build new research partnerships. It is vital that researchers and practitioners have opportunities like this to come together; not only so research can influence practice but perhaps even more importantly to ensure practitioners have the chance to influence the focus and direction of future research. We are already planning next year's event and hope to see even more EPS members there."



*Dr Anne Eyre with the Eyre Award for Excellence in Emergencies-related Research*

# Spring Event - Welsh Branch

**I**N 2012, the Welsh Branch's Spring Event was re-launched.

This enabled members to come together, share knowledge on current subjects and network with other professionals.

The Spring Event was followed by a branch meeting.

In response to a survey put out to branch membership, the event was designed to address the specific topics of humanitarian assistance and community resilience.

Excellent presentations were delivered by a range of experts; day one was opened by Janet Morgan, who provided her thoughts on the multi-agency

Humanitarian Assistance Centre Exercise held by North Wales Resilience Forum.

Stephen Gregory then provided an overview of the development of humanitarian assistance policy in the UK.

Ian Marshall, of British Midland International, gave his thoughts on humanitarian assistance from the perspective of the airline industry.

To cover community resilience Mike Wellington, of Martin Wright Associates, shared his experience of delivering a flood alleviation scheme in North Wales and his engagement with the local community.

**D**ay two kicked off with an enthusiastically delivered session on leadership by personal skills guru Susie Mitchell. This type of skill is fundamental to emergency planning professionals who have to lead their organisations through change and emergency response.

Bill Whitlock and Keith Preston, of Community Resilience UK, gave a presentation on the services they can deliver and how to support Category 1 responders with business continuity.

**E**PS Director, Chris Spry, and Chair of the CBRN PWG, Chris Abbott, closed the event with an interactive session on the Emergency Planning Society's Time for Change Review which allowed the branch to contribute to this workstream.

The two-day event was kindly sponsored by the following organisations, who had trade stands at the event, providing delegates with an opportunity to engage with potential service providers which may assist with delivery of Civil Contingencies Act duties: Ultra Electronics Datel, Task Green Flood Barrier, Community Resilience UK and Martin Wright Associates. Plans are already underway for a Spring Event 2013, and all EPS members are welcome.

## THE EMERGENCY PLANNING SOCIETY



## Spring Event 2013

**DATE:** May 8 and 9

**VENUE:** Park Lodge Hotel in Aberystwyth.

### CONFIRMED THEMES:

- Flooding
- Community resilience
- Social media in emergencies
- Personal development

### CONFIRMED SPEAKERS:

- Ben Proctor, Likeaword - social media expert
- Susie Mitchell, personal development specialist
- Don Norris FEPS, Civil Contingencies Manager at Flintshire County Council

**COSTS:** Full event (DB&B accommodation) is £110 for EPS members and £135 for non-EPS members. Day delegate rate is just £20.

Further themes and speakers will be announced shortly and will be uploaded to the EPS website.

For enquiries and to book please e-mail the Welsh Branch secretary, Russell Stafford-Tolley, on: [cilgarenydd@beyondsl.net](mailto:cilgarenydd@beyondsl.net)

**For all EPS events visit:**

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# BURGER GATE: AVOID A GRILLING IN A CRISIS

By Henry Platten, [henry@treble9group.com](mailto:henry@treble9group.com)

**T**HE discovery of horsemeat in some UK supermarket beef burgers has interesting lessons for all organisations in managing and testing your reputational resilience. Communications form a vital part in preparing for, and managing in, a crisis. For example, during the first few days of 'Burger-Gate' there were around 1,500 messages, on Tesco burgers alone, on Twitter reaching almost 45,000 accounts<sup>1</sup>, as well as the story dominating news media across the UK. Burger-Gate evolved along a typical crisis communication timeline and the trick for all parties involved was how to protect their business going forward. Yes, major supermarkets are so big they can ride out a crisis over some stock (especially when there's no health-scare) however, they still have to manage their reputation.

**M**anufacturers, however, faced being left out in the cold and under the glare of the media spotlight. Public health organisations were also presented with the potential negative impact if they didn't manage their communications carefully. The roles and timeline of Burger-Gate, like any crisis situations, play out like a Shakespearean drama:

- **The victim:** supermarkets and manufacturers could take the route of being conned just like consumers. However, this

can backfire; as if people think you don't know what you're selling, why should they place their trust and their health in your hands? For the manufacturers, they stand to lose the major contracts if they fail to demonstrate the reasonable steps they take to check the content of the food to the supermarkets, so they're best taking up the next role...

- **The Prince Charming** - successful manufacturers take the lead in getting their comments out first. The gold medal went to Silvercrest; they were first out of the starting blocks and by getting factual information out first you appear to be in control and able to develop a strong and clear route through the crisis.
- **The apprentice** - by not commenting or failing to be alert to media interest, people will think you're not in control of your own business.

**F**or maximum reputational resilience, crisis leadership teams benefit from ensuring effective communications systems are in place to track, record and inform people, as well as ensuring leaders have the right skills to carry out media interviews. With any crisis it's all about timing and by building in this approach we find clients

become a Prince Charming and live happily ever after.

## Reference:

1. According to a report run through TweetReach.com using the search phrase 'Burger Tesco', there were 1,492 tweets reaching 44,926 accounts.



## About the author:

Henry Platten, from award-winning Treble9, has more than 16 years' experience in leading in a crisis and supporting chemical, pharmaceutical and high profile locations and attractions. He is a national commentator on crisis management, appearing on the BBC, and specialises in helping clients with broadcast and social media in a crisis.

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# INSIDE THE CONTROL ROOM

***The Emergency Operations Centre (EOC) at the London Ambulance Service NHS Trust handles around 5,000 emergency calls a day and is one of the busiest ambulance control centres in the world. Its 500 staff are the first-first responders to provide life saving instructions to callers over the phone as well as handling the response to large incidents in the capital.***

THE London Ambulance Service has extensive history in managing incidents and it categorises multiple patient incidents as either 'serious' or 'major', depending upon the nature of the incident, the impact and the number and type of patients.

This allows managers to rapidly assess the information received and activate contingency plans which trigger further actions, and alerts specialist managers. The 'serious' incident category was introduced to allow for a predetermined response to be made to a set of given situations, to standardise the number and types of resources responding which allows staff to work to a defined set of instructions and actions for those incidents that do not meet the 'major' incident criteria. Control staff are encouraged to identify and declare incidents from the information provided to them without, necessarily, having to wait for an on-scene assessment and report from officers.

The LAS use a set of pre-determined attendance and actions to certain incidents, allowing for all staff to determine the stipulated response. This enables a prompt and appropriate response.

## INCIDENT AND EVENT CONTROL ROOMS

The LAS provide two dedicated control suites that remain sterile for incident or event response known as the Incident Control Room (ICR) and Event Control Room (ECR).

ICR has the functionality to manage two simultaneous incidents with ECR able to co-ordinate the LAS response to large London events with 30 control staff, or to manage four simultaneous incidents while not in use for events. These facilities provide a sterile environment for the control of an incident and for the Ambulance Incident Commander to be based and surrounded by visual and audible data which allows

them to make informed decisions.

Both facilities have functionality for our voluntary ambulance service colleagues to join us to control their resources should they provide mutual aid.

## STAFF TRAINING

Control staff must be resilient and able to respond to incidents dynamically, so the London Ambulance Services Department for Emergency Preparedness, Resilience and Response has designed a bespoke training package for all control staff to undertake. It allows them to make informed decisions, and the education starts from the moment staff join the emergency operating centre.





Incident Commander is working with the EOC staff. The vehicle provides a focal point for all medical resources arriving on scene, a briefing area for staff, conference facility back to our Incident Control Room, CCTV, satellite television and communications equipment.

- **If you have any questions or requests for further information on anything contained in this article please direct them to:**

The basic foundation of the package is a series of e-learning modules designed for staff with all levels of experience and knowledge. Modules progress from a basic introduction through to specific topics relevant to dispatch staff and managers, focusing on specific incident types and the use of the facilities available to them. The benefits of the LAS designed e-learning package allows for staff to work through modules at their own pace in a constructive environment, for managers to review the results and understand who has undertaken the training and provide feedback to staff. Staff also receive hands-on training and briefing sessions relating to specific incident types.

## **COMMAND SUPPORT TEAM AND VEHICLES**

The LAS train a group control staff to attend incidents as a Command Support Team. These staff are experienced dispatchers and undertake additional training relating to incident response and their role on scene. The Command Support Team, with the use

of specialist vehicles, attend incident scenes to assist the operational command structure in gathering information, recording and disseminating information and communicating with the Incident Control Room. New vehicles have been introduced to enable further efficiency of these staff and the information they obtain. The Command Support Vehicle allows the team to gather visual and electronic data and relay that information back to the Incident Control Room where the

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# VOLUNTARY AND STATUTORY SECTOR SEMINAR ON JOINT WORKING

By Moya Wood-Heath, London branch

**T**HE successful Voluntary Sector Civil Protection Forum (VSCPF) annual meeting took place recently at the Department for Business Innovation and Skills premises in London. Some 100 senior managers including representatives from Government departments, Category 1 and 2 responder organisations, professional associations and voluntary organisations attended. The aim of the meeting was 'to demonstrate the essential contribution of the voluntary sector to UK civil protection and resilience arrangements'.

Moya Wood-Heath, Chair of the VSCPF, opened by explaining the background of the organisation: formed in 2003, at the request of the Civil Contingencies Secretariat (CCS), to provide a platform to demonstrate, at a UK and a national level, its commitment towards strengthening the UK's civil protection arrangements and the way in which the voluntary sector can work in a truly cohesive and co-ordinated way with all its partners. The VSCPF recognises that planning for, and responding to, emergencies is primarily delivered at a local level and that civil protection is managed most effectively at a local level. It seeks to encourage the development of LRF engagement, supported by the national policy framework. The meeting was addressed by seven key speakers who provided up-to-

the-moment advice on their areas of activity.

**Ian Whitehouse, Cabinet Office, CCS**, provided an update on the National Risk Assessment cycle including the more recent additions of severe effusive volcanic eruptions, space weather and wildfires, and the importance of assessing the continuing relevance of the workstreams in the UK Resilience Capabilities Programme.

He thanked the VSCPF for its contribution to informing and influencing the direction of national policy on the role of voluntary organisations in civil protection. He referred to the development of the legislative framework and its supporting statutory guidance, the subsequent review and development of a number of supporting non-statutory guidance documents and the contribution to the 2012 National Capability Survey.

**James Cruddas, DCLG, Resilience and Emergencies Division**, described progress in the achievement of the Division's (RED) work programme and the progress made on voluntary sector engagement. He explained that RED is exploring ways of promoting what the voluntary sector could offer and what can be done to improve engagement locally. He also referred to the production of the RED Advisors booklet which is aimed at increasing the level of voluntary sector engagement with those LRFs where there is little current involvement and partnership

working with the voluntary sector. James illustrated the role of the RED Advisors in supporting voluntary sector engagement with reference to work with the South Yorkshire LRF that seeks to integrate the voluntary sector into all levels of LRF activity.

**Gordon Macdonald, NHS Operations, Finance, Performance and Operations Directorate**, explained

that major changes to the health system announced in the Health and Social Care Act 2012 will become fully operational from April 2013, including: establishment of Clinical Commissioning Groups, the NHS Commissioning Board, Public Health England and a new and enhanced role for local authorities and Directors of Public Health. He confirmed Category 1 responder status would be given to: NHS Commissioning Board, Public Health England, local authorities via Directors of Public Health and the majority of NHS provider organisations such as Acute Hospital Trusts and the ambulance service. Category 2 responder status will be given to Clinical Commissioning Groups. He also referred to the Local Health Resilience Partnerships (LHRPs), non-statutory planning bodies that will provide strategic forums for joint planning and preparedness for emergencies.

**Detective Superintendent Jen Williams, Association of Chief Police Officers**, described some of the impact of the current



austerity measures, including reductions in staffing particularly in specialist teams, reorganisations and the regionalisation of some functions. She also referred to the emerging engagement with Police and Crime Commissioners and described the police service role within the provisions of the Civil Contingencies Act 2004, referring to the contribution that could be made by the voluntary sector in supporting the provision of support to individuals affected by incidents through the use of effective consequence management arrangements.

She emphasised the importance of the police service having confidence in the training and exercising programme for volunteers and the adoption of robust command and control measures. She stressed the importance of the voluntary sector providing realistic and achievable offers of assistance.

**Kim Tan, Flood and Coastal Risk Management, Environment Agency,** described the current EA approach to flood resilience, of moving away from big national advertising and direct marketing campaigns to engagement with local communities which aim to promote 'calls to action', including: individuals checking if their area is at risk from flooding by entering their postcode on the website or calling Floodline, those eligible to sign up to the free flood-warning service can receive direct flood warnings via telephone, e-mail, text or fax.

He illustrated the importance of developing flood resilient communities by referring to the fact that one in six properties in England



*Attendees of VSCPF*

and Wales are at risk of flooding (in excess of 5.5m properties).

**Paul Hendy, Scottish Flood Forum,** described the Forum's approach to recovery partnership working, through the rapid deployment of its key support to affected local authorities, combined with support training, operational advice and strategy to flooded communities, individuals and businesses. He also explained its involvement in establishing community recovery centres that are able to provide skilled advice and on-going support. He described the importance of different organisations working together, rather than independently, to provide joined-up customer support centres that are in the correct place, offering the support needed by the individuals affected by the flooding. **Brooke Rogers, Department of War Studies, King's College London,** explained how the extent to which individuals feel prepared for a disaster can play a significant role in helping to manage expectations and maintain perspective. She pointed out that experts and lay people often speak in different

languages and disagree about what is feasible; they need to communicate with members of the public before, during and after a crisis event. She explained emergency planning assumptions often fail to incorporate human behaviour and are based on contradictory expectations, e.g. while there is some evidence for panic, particularly in situations where there have been fires in enclosed spaces, the issue may be a lack of choice rather than poor decision-making; the mass move towards an exit may be a rational choice under the circumstances.

Over the next year the VSCPF Working Party will focus on how best to respond to the following issues:

- Feedback from the voluntary sector questions in the National Capability Survey
- Engagement with LRFs that currently have limited voluntary sector engagement
- Involvement in LRF arrangements of relevant, local voluntary sector organisations
- Desirability of producing voluntary sector capability databases.

# THE EMERGENCY PLANNING SOCIETY

