

Resilience

Journal of the Emergency Planning Society

Spring 2015



Coming your way...

Attack of the Drones

INSIDE

CYBER SECURITY:
lessons of Stuxnet



AVIATION: impact
of the digital age



LOG KEEPING: the
good reasons
why



WWII: how we
learnt to warn and
inform



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Dear Member

The Emergency Planning Society is gearing up for a year of activity, as we undertake a new drive to push up membership.

As the new Chair of the EPS I am fully aware that our organisation has been through a very difficult patch but the work of my predecessors over the past two years has shown that we are beginning to turn around. We want to keep this momentum going, and have already began planning events and activities to attract the new generation of emergency planners.

Since 2010, membership of the EPS has halved, reflecting the level of job losses in Emergency Planning Units around the country, mainly in local government and the NHS. But confidence is returning - at our most recent meeting, the Board of Directors of the EPS heard that for the first time since 2008, the organisation's finances are back in the black.

Financially it may only be a small amount, but it demonstrates we are now moving back in the right direction. I must pay tribute to my predecessors - in particular the former Chair Helen Hinds - for the work they have done in pulling the organisation around.

Work is now underway on events and actions to build the EPS.

The EPS magazine has returned to printed format, to be distributed quarterly to Our 1,300 members. I think it important that our members get a physical reminder - popping through their letter box on a regular basis - of EPS activity. We will continue to provide an electronic version so that members can access it in many ways.

The EPS will be at this year's Emergency Services Show, positioned in the Emergency Services Zone. The Emergency Services Show is an important event for us as it is our key target audience. At last year's event over 30 people came to our stand to express interest in joining. But it's a great networking event for us too.

A national workshop on Humanitarian Assistance has already been held at Alexandra Palace, London, with a further one planned for October. This is the first in a series of conferences and workshops that the EPS's Professional Working Groups are holding to engage not just our own membership but the profession generally.

For example, the Humanitarian Assistance workshop discussed concerns that this area is not being centrally co-ordinated at a national level. But there are indications from central government that this will change, and the aim of this national workshop is to contribute to the process with input from key practitioners in this sector. We are also looking at developing a Cities policy group.

We have already announced the dates for the EPS national conference, which will be held on the 29 - 30 September at the Emergency Planning College at Easingwold, Yorkshire, which will help strengthen our new links with the college. In preparation for the event, we will be issuing a 'call for papers' to invite ideas for speakers and topics - ideas can be sent to info@the-eps.org. We already have some ideas, but we want to make sure all our members have an opportunity to contribute.

Things are on the move. Beside Resilience, we also have our regular newsletter for members called 'm/f' - 'more follows' - and that will certainly be the case for 2015.

Tony Thompson

Resilience

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SUMMER ISSUE:

Copy deadline for articles for the next issue will be **FRIDAY JUNE 5**
Send to Bob Wade on:

bobwademedialive.co.uk
0121 354 8223
07950 155008

A big thank you for Helen

■ Helen Hinds 'passes on the baton' to new Chair Tony Thompson at the February Board of Directors meeting

THERE was a special farewell at the February meeting of the Board of Directors when the former Chair, Helen Hinds, stepped down from the role.

New Chair Tony Thompson said: "Helen has worked tirelessly with her fellow EPS Directors, and she has steered the organisation through some difficult times."

Helen was presented with a gift to thank her for her role as Chair for the past two and a half years.

The Board also saw some members stepping down, and the Board in particular wished a speedy recovery for Gill Dickson. Appointments for the vacant posts will take place shortly.

Tony said: "I would also like to thank those stepping down for their personal contributions whilst serving as directors during a period of significant change."



Back to black

FOR the first time since 2008, the EPS finances are back in the black. The good news was reported to the February Board meeting. The accounts show only a small surplus – around £4,000 – but it is an indication that the EPS is now heading in the right direction in financial terms.

EPS chair Tony Thompson said: "We still need to be cautious, but the fact that our finances have tipped back into the black is a very good sign."

"I'd like to thank all those who made this possible, for what was a very difficult period. In particular we must thank the outgoing Finance Director, David Cloake, for all his sterling efforts in making this happen."

New fees structure unveiled

A NEW streamlined fees regime will mean a fairer cost structure for members and save the EPS anything up to £6,000 a year.

Last year's AGM agreed that the new annual rates would be:

- Full Membership - £120
- Retired Membership - £50
- Student Membership - £50

It is estimated that around two thirds of the membership will benefit from this slight reduction in fees.

The main savings however will be made by moving the renewal date to 1 January every year - the main benefit is that the exercise of analysing the membership database and issuing renewal

invoices, currently outsourced to Blue Arc, needs to happen just once every year rather than twelve times as is currently the case; and each time costs money.

So from now on, membership is renewed on 1 January: any membership fees not paid by 31 March - or where a valid direct debit instruction is not in place - will mean that the membership is terminated.

Invoicing on 1 January achieves the objective of getting all the year's renewal invoicing done at once, so that there is full visibility on expected membership income for 2015.

 **THE EMERGENCY SERVICES SHOW**
NEC | BIRMINGHAM | 23-24 SEPTEMBER 2015

THE EPS will be taking a stand at the forthcoming Emergency Services Show on the 23-24 September.

The 'trade show' for the emergency responder sector takes place at the NEC in Birmingham. The EPS stand will be in the 'Emergency Action Zone'. At last year's Show, over 30 people approached the EPS stand to express interest in joining the organisation.

Thumbs up for flood projects - but sector still declining



THE Emergency Planning Society has welcomed the £2.3 billion announced by the Government for major flood defence improvements – but has called for a more co-ordinated approach to UK resilience.

Responding to the Government's 'Autumn Statement', the EPS said that while the big projects make good headlines, the routine

Millions pumped into flood defences

THE Government has announced funding for major flood projects. The £2.3bn investment announced in the Autumn Statement includes:

- £196m for Thames Estuary projects which will reduce the risk to more than 8,000 properties
- £80m for Humber Estuary improvements, including sea defences between Immingham to Freshney and flood frontage in Hull
- £42m for a flood alleviation scheme in Oxford
- Funding for schemes in Boston, Lincolnshire (£73m), Rossall, Lancashire (£47m), and the Tonbridge area (£17m)
- £15.5m for flood defences in Somerset benefitting 7,000 properties - including £4.2m on the Somerset Levels and Moors. This is part of at least £35m committed to Somerset from this year until 2021.

■ Flood chaos in the south west during the storms of 2013 - 14

work to make the UK more resilient continues to decline.

Helen Hinds, the recent chair of the EPS, said: "These projects are part of the solution and vitally important for the flood defences of the country. But it may be a case of robbing Peter to pay Paul. For example, Surrey County Council has said that the £196 million being directed towards the Thames Estuary will leave the seven local authorities in the area now needing to find a further £120 million for other general flood defence projects."

She added: "We have seen the general denigration of the UK's resilience structure since 2010. The Autumn Statement announcement is only part of the solution."

The EPS point out that the resilience sector has been under constant economic pressure over the past four years, explaining:

- Membership of the EPS has halved, reflecting the level of job losses in Emergency Planning Units around the country, as local government faces a 40 per cent cut in its revenue from central Government.
- The Environment Agency has seen 800 flood risk management posts be cut.
- The Climate Change Committee – the independent body that advises the UK government – reports that only a quarter of flood defences are being fully maintained,

5,000 emergency assets still located in flood risk areas

ONE of the top speakers at last year's EPS conference was Dr Paul Leinster CBE, Chief Executive of the Environment Agency for England.

He reported back on the impact of the floods and tidal surges that took place in winter 2013-14.

He explained it was the wettest winter in 250 years, leaving 7,000 properties flooded and the emergency services pumping out over three million tons of flood water every day.

He said that the wave force in some parts of the South West were more powerful than the tsunami that struck Japan.

Dr Leinster said there was still much multi-agency work to be done in preparing the UK for floods, not just in the sense of protecting the community but looking to our own organisations' resilience - he explained that 5,000 police, Fire and ambulance stations were still located in flood risk areas, along with nine per cent of all Health Centres.

■ Dr Leinster address the EPS conference in September 2014



with the remainder degrading which will eventually need replacing.

- There has been the removal of the regional tier of resilience organisation which previously played a key role in co-ordinating local resources and warning and informing the public during a major incident.

The EPS also pointed out more co-ordination is needed, saying that while investment has gone into these huge projects, 4,000 new homes were still being built in areas of significant flood risk every year.

The projects also focus on river and coastal defences, when the new threat has been identified as the need to combat surface water flooding, as the UK experiences increasing short burst, violent downpours.

Tackling climate change

A NEW report has found communities across the UK are developing increasingly innovative approaches to climate change adaptation, but local authorities need to do more to ensure they're a key part of long term local climate change strategies.

The climate change learning report produced by Groundwork UK, BRE and New Economics Foundation looks at the progress communities have made over an 18 month period, as part of the Big Lottery funded Communities Living Sustainably (CLS) programme.

The five year programme, supported by Groundwork, provided up to £1 million to twelve communities to test ways of dealing with the potential impacts of climate change.

The report highlights flood resilience and adaptation, and extreme weather resilience as the two most common climate change risks faced by CLS projects. It also points to good examples of climate change adaption project activity, focused on community emergency response plans.

However, the report also notes that as local climate change adaptation measures are part of long term strategic investment plans requiring large capital resources managed by statutory agencies, communities cannot deliver adaptation projects alone and require support.

The *Sustain Eden* project in Cumbria is helping local communities to build resilience to flooding and extremes of weather by developing emergency response plans and working with voluntary organisations, to ensure they can continue to operate during an emergency.

The project worked closely with strategic partners, who had experience of developing emergency response plans for flooding, to develop a new strategy, linking in with the local authority's existing plans. The work of *Sustain Eden* and partners means there is now a focused community-led approach to managing flood risk in the local area.

Caroline Turner, Manager of the *Sustain Eden* project at Cumbria Action for Sustainability (CAFS), said: "Communities are proving able partners to the statutory services in emergency planning. Where communities are small or rurally isolated it is vital they consider their own local emergency response and we are developing models and toolkits to assist this process, which should prove valuable elsewhere in the country."

"Addressing the wider challenges of climate change resilience with communities is a longer term role that CAFS, along with its partners here in Cumbria, will continue to address through the project and beyond."

The CLS report also identified three groups

of people vulnerable to climate change in their communities:

- people whose livelihoods are at risk (eg farmers, fishermen)
- people who are on a low-income, or particular groups that face social exclusion (eg older people, single mothers)
- people with English as a second language.

Across these groups, the report found that direct one-to-one engagement, while resource intensive, is far more effective than larger awareness events on climate change.

Commenting on the report's contents, Groundwork chief executive, Graham Duxbury, said: "It is a stark reality that global environmental challenges impact first and foremost on those people and communities who have the least."

"It is also true that addressing these challenges successfully will require people everywhere to learn to live differently."

"It is generally recognised that climate change adaptation is not as straightforward to plan or deliver as mitigation and while this report finds that communities are developing innovative approaches in their area, more must be done to acknowledge and support the vital role they can play in educating people and responding to these issues effectively."

EP College calls key seminar on multi-agency interoperability

THE Cabinet Office EPC will be holding a multi-agency seminar on 22-23 July, on 'Learning Lessons': Multi-Agency Interoperability and Organisational Learning.

The Emergency Planning College is carrying out leading-edge research in this field.

The key note speaker will be Paul Sledzik, Director of Transport Disaster Assistance for the National Safety Board in the USA. Paul has 30 years of senior leadership experience in disaster management, and is one of the USA's pre-eminent thinkers in learning lessons from disasters and applying them to make really effective, lasting change.

The Conference Chair will be EPC Senior Fellow Dr Lucy Easthope who said: "This is a watershed event that will allow critical evaluation of interoperability from the perspective of a number of stakeholders."

"Interoperability failings have been the most common issue in public inquiry reports for 30 years - this is a chance to address that. It's also a chance to put questions to JESIP and military colleagues and hear about the latest developments in communications equipment, humanitarian assistance, site management and methods of full disclosure post incident."

To find out more visit the EPC website www.epcollege.com

Town Hall event for victorious Somerset team



■ AN official thank you reception was held for members of the Somerset Emergency Voluntary Agencies Group, who won the Voluntary Sector Award at the 2014 EPS Resilience Awards, but were unable to attend. The Chairman of Somerset County Council presented the Group with their Award (see page 10)

Blues and twos and Royals

HRH Countess of Wessex visits emergency responders



■ Her Royal Highness meet emergency responders during a visit to Tunbridge Wells



LAST September marked 100 years since the first casualties of World War One arrived at Tunbridge Wells Hospitals.

To mark the occasion HRH The Countess of Wessex visited the hospital to unveil a permanent memorial to the work of the hospitals during wartime, where she heard about the hospitals' role in both world wars.

In contrast, she then went on to hear and see how lessons from war are used today. Emergency Planning Manager John Weeks introduced her to the trauma teams using lessons learnt from Afghanistan and other conflict zones. She also met members of the hospital CBRN/Hazmat response team where she heard about training and equipment.

HRH also met other members of the Emergency Services, Voluntary Aid Societies and hospital staff involved in Emergency Planning and response.

John said: "HRH was very interested in the response capabilities and training that we undertake. She also thanked all those working locally for their contribution to keeping the public safe through partnership working and training"



CORRECTION: in the last issue, in the report on the Merseyside Resilience Forum's 'Voluntary Agencies and Faith Sector' we misspelt the name of the Chief Fire Officer for Merseyside FRS Dan Stephens. Our apologies.

A thank you for ‘those who walk towards harm’

LAST October saw a gathering of the rescue services from across North Yorkshire for an evening of ‘thank you’s’. Hosted by North Yorkshire Police, the event was an opportunity for Dave Jones, the Chief Constable, and Julia Mulligan, the Police and Crime Commissioner, to recognise the “professional, dedicated and tireless assistance to the search effort in North Yorkshire and beyond” of the five rescue teams that are active in North Yorkshire.

A surprise element of the evening was a donation of £4000 to each team from the North Yorkshire Police charity fund, £1000 being a specific thank you for their support during the *Tour de France* events, and £3000 as a contribution to funds.

Assistant Chief Constable Paul Kennedy from North Yorkshire Police is the President of the North East Search and Rescue Association. He said: “I know from personal experience just how much value the Mountain Rescue Teams, Cave Rescue Organisation and Fell Rescue Team bring when dealing with emergency situations. They do an incredibly valuable job, often turning out in hazardous conditions, putting themselves at risk to save the lives of others.”

“The donation to each team was a surprise,” confirmed Ian Hugill, a member of the Scarborough and Ryedale Mountain Rescue Team (MRT). “We’ve held four of these dinners in the past and the thanks and recognition from the North Yorkshire Police has been much appreciated, as well as all the support that we get from Jon Rushton. To receive a large donation for each team’s



■ Every team in North Yorkshire received an Award and a cheque for £4000 at the event: Left to right - Neal Ingram (Scarborough and Ryedale MRT), Chief Constable Dave Jones, PCC Julia Mulligan, Heather Eastwood (CRO), Martin Renton (Upper Wharfedale Fell RA), Tim Wood (Cleveland MRT) and Alan Woodhead (Swaledale MRT)

work as well will make a big practical difference. We’re all volunteers and the service we provide is reliant on donations and fundraising, so £4000 for doing what we all do is brilliant.”

Those five teams – Cave Rescue Organisation, Cleveland MRT, Scarborough and Ryedale MRT, Swaledale MRT and Upper Wharfedale Fell Rescue Team – were all represented at the glittering dinner along with some of their supporters, the Air Ambulance and RAF rescue services, the emergency services, both the Lord Lieutenant of North Yorkshire and the previous Lord Lieutenant, Mountain Rescue England and Wales and the North York Moors and Yorkshire Dales National Park Authorities.

As part of the evening, two brief speeches were made by individuals who had been rescued in North Yorkshire. Tom Kiernan

spoke, with his friend, David Harper, about his rescue from a mine in Swaledale and Jane Way talked about her rescue by the Upper Wharfedale team after a fall that seriously damaged her arm and shoulder.

As well as presentations to each team, Mr Barry Dodd, Her Majesty’s Lord Lieutenant of North Yorkshire also presented five awards to individual members of the teams and commented: “It makes me feel very humble to hear about the commitment and hours put in by rescue volunteers. It is hard not to be impressed when you hear about people with 20, 30 or more years of such service.”

That commitment was perhaps summed up best by Chief Constable Dave Jones who described rescuers as “modern day heroes who walk towards harm.”

NATO issues useful guides

THE Civil Protection Group within NATO has launched three key projects. These are:

- Liability of Relief Personnel – this is a model technical arrangement for big disasters requiring cross border help – it is a practical tool designed to help both the

‘sending nation’ and the ‘requesting nation’ prepare for the deployment of foreign relief personnel and to ensure that liability issues do not prevent relief personnel or their equipment from reaching those who need help as soon as possible.

- Telemedicine – this project looks at the

use of new technologies to aid medical assistance over long distances

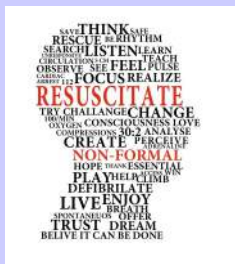
- Budapest Guidelines – these are the media guidelines for the NATO CPG.

NATO has an extensive library of guidelines which are publicly available and the above projects’ Guidelines will be published in the ‘libguides’ on the NATO website:

<http://natolibguides.info/welcome>

SARTISS, Romania 2014

Getting young people involved with First Aid safety



ONE of the major campaigns launched at SARTISS 2014 was on "non-formal resuscitation", a type of Romanian version of the UK's 'Staying Alive' project.

After research the Romanians concluded that most young people have a misconception about the concept of voluntary activity. One of the campaign co-ordinators, Roxana Suhanen, said: "Most young people who participate in activities such as First Aid will limit themselves to just knowing - the majority do not spread their knowledge.

"Another problem identified by our organization is that young students in Elementary schools and High schools do not know First Aid techniques, and do not realize the need and importance of small skills, skills that can become life-saving."

The project promotes the proactive involvement of youth in promoting health education among other young people through an innovative approach, using instruments and methods of non-formal education.

Through this project, over 30 young people were trained during two years, how to spread the Basic Life Saving message using non-formal education.

The project is based on two major activities:

- a camp in the mountains, where the participants learn First Aid techniques, especially CPR and trauma.
- a course of non-formal education, where the participants learn about education, how to set learning objectives, as well as about group psychology, and how to teach others CPR.

Roxana said: "This year, during this project, we taught about 1,000 students in two days, in two High schools, one in an urban area and the other one in a rural area of Bihor County."

A GROWING event on the resilience calendar is the annual 'SARTISS' search and rescue conference in Romania.

Held by SMURD - the 'Mobile Emergency Service for Resuscitation and Extrication', the combined Fire, health and mountain rescue service - it has grown in size steadily over the past few years, with over 1,000 delegates attending the event last October.

Top international speakers address the event, including many EPS members from the UK.

The October event included members of the EPS Media and Communications team, Ian Cameron and Bob Wade, who held a day long workshop for around 100 press officers from the country's Ministry of the Interior.

Ian Cameron also took part in a panel discussion with the Secretary of State for the Interior, Dr Raed Arafat. Amongst areas of discussion was the problem in Romania of what Dr Arafat called the 'power point firefighters'. There is growing concern amongst emergency response professionals that private companies are setting up 'training courses' - some as short as only four weeks - where a total novice can emerge a few weeks later with a certificate proclaiming them a 'fully trained firefighter'. Not only are professionally trained firefighters (the Fire Service is part of the military in Romania) find they are being displaced from future jobs in the private sector by the cheaper 'power point firefighters', there is also the obvious concern for general fire safety.

Plans are now underway for an even bigger conference this Autumn.

From bus to ambulance

ONE of the fascinating innovations on display at SARTISS was the 'AmbuBus'. This is a kit that transforms a 'mass transit vehicle' such as an ordinary bus, into an ambulance capable of transporting up to 18 non-ambulatory patients, along with medical equipment and personnel.

The AmbuBus can be used inside any appropriate vehicle (such as a city bus, school bus, or train) for mass casualty transportation or it can be used free-standing for surge capacity bedding, responder rehabilitation, or sleeping quarters.

Developed in the US and first used effectively during Hurricane Katrina, the kit does not require power tools and can be installed at a moment's notice - at SARTISS, the local fire service converted an ordinary local bus within the hour.

Its developer, Randy Sakowitz of First Line Technology, said: "The AmbuBus is a versatile, efficient, and effective solution for mass evacuation and the transport of special needs patients, casualties, and others who require non-ambulatory transport."

Full details on www.ambubus.com



■ Secretary of State Dr Arafat (left) debates with EPS member Ian Cameron during the conference



■ Above, seats are removed from a bus, and the three level stretcher bunks installed. Below, the kit as stand alone



And the winners are...

THE winners of the 2014 National Resilience Awards were announced on Wednesday 24 September at a ceremony in the Hilton Metropolen hotel, Birmingham.

Over a hundred resilience professionals gathered for the awards ceremony followed by dinner and entertainment in the hotel's Pavilion.

The judging panel would like to extend a thank you to all individuals, teams and companies who submitted their respective nominees. The submissions were of an excellent standard. So for those of you unable to attend the event, here are the 2014 winners:

Emergency Planning Initiative of the Year

Sponsored by Emergency Planning College (Serco)



WINNER: Lincolnshire County Council Schools "Safe Haven" Project

THE award for the Emergency Planning Initiative of the Year is presented to an organisation or individual who has found the most exceptional way to promote emergency planning to both the profession and to a wider audience, looking to move emergency planning forward within an organisation, across the private and public sector and to the wider community. As part of Lincolnshire's evacuation planning, schools across the county were asked if they would be willing to host evacuation centres. The Safe Haven Project provides schools with a range of teaching materials on emergency awareness and resilience that enables students to produce a rest centre plan for their school.



■ Hayley Harrison and Cliff Robins from Lincolnshire County Council with Beverley Griffiths from the Emergency Planning College

Most Innovative Product of the Year

WINNER: Resilience Direct

THIS award is aimed at a company that can demonstrate that their product is the most innovative, as well as having a practical emergency planning application. The product needed to have come onto the market since July 2012 and should have a practical application to be able to support an organisation in its emergency planning function.

Resilience Direct is helping emergency responders and planners to work in partnership to make the UK a safer place. Facilitation and real-time information-sharing across organisational and geographical boundaries, and an ability to link Strategic Co-ordination Groups through the command structure to COBR. Live mapping, instant notification and secure document repository enhances the interoperability of this system which works across any device.

Voluntary Sector Award

Sponsored by Getac UK



WINNER: Somerset Emergency Voluntary Agencies Group

THIS award is presented to the voluntary individual or team who the judging panel believe has made a significant contribution to the resilience profession in the last 12 months.

Somerset Emergency Voluntary Agencies Group were nominated for the response work carried out by this dedicated team of Voluntary Agencies during the 82 day coastal and inland flooding emergency that hit Somerset earlier this year. They provided the backbone to Somerset's response and were ready to assist with requests from multi-agency responding organisations, in extremely challenging circumstances.

Resilience Team of the Year

Sponsored by Babcock International



WINNER: London Fire Brigade Emergency Planning Team

THIS award was presented to the resilience team whom the judging panel feel has best exemplified effective resilience management underpinned by the notions of team work, development, partnership working and communication. The judging panel looked at the specific innovative achievements of the team during the last 12 months.

London Fire Brigade Emergency Planning Team (LFB EP) has delivered a highly professional and innovative multi-level strategic training and exercising programme for London Local Authorities. The success of this programme accurately demonstrates the qualities, professionalism, one-team approach and a commitment to excellence.

Best Newcomer Of The Year

WINNER: Owen Griffiths - Welsh Branch

THIS award is presented to a new EPS member that has brought a fresh outlook and vision for the Society. This individual has been recognised by their peers as having outstanding qualities within resilience management and has shown the potential to become an industry leader within the profession.

Owen, whilst still a student, supported Rhondda Cynon Taf County Borough Council in the delivery of a live COMAH Exercise at the Royal Mint. He also helped with the delivery of a large live multi agency flooding based exercise involving opening a Silver, four Bronzes, a Rest Centre, evacuation of a school, business continuity at a Council Depot and a Recovery Working Group.

Owen has helped Rhondda Cynon Taf with an ELT at a large music event and also with a fun run. He has supported charity events, which led to him walking up Snowden dressed as Batman. He is also leading the development of an annual branch charity.

His personality and commitment to the profession led to him being a member of the Branch Committee (in the role of Practitioner Representative) within a very short time of joining the Society. He has brought a different perspective to debates and is very willing to offer opinions and ideas and to pitch in to get work done.

Membership Awards

Chair's Award For Member Of The Year

WINNER: Louise Cadle

This award is presented to a member of the EPS who has significantly contributed to the Society by taking a forward thinking and innovative approach to continuous improvement.

During the last few years the Society has been going through turbulent times with major changes in the Board, financial difficulties and dropping membership. Throughout this time Louise has taken a consistent approach to supporting the Society, working tirelessly to ensure its continuance and more recently working hard to support the National Operational Committee.

Louise has held several roles of responsibility - Southern Branch Chair and more recently has taken on the role of interim Chair of the National Operational Committee.

■ **2014 Chair
Helen Hinds
congratulates
Louise Cadle**



Lifetime Achievement Awards

WINNERS: Ron Woodham & Joe Walton

BOTH Ron and Joe have been judged to have demonstrated outstanding and continued achievements in the resilience profession over a significant career.

They are held in high regard throughout the profession and have worked tirelessly to promote the emergency Planning and resilience agenda.



2015 EPS conference dates announced

DATES for conference have been announced - **29-30 September** - so put them in your diary now.

The conference will be held at the Emergency Planning College in Easingwold, north Yorkshire, and costs and accommodation details will follow soon.

Ideas for speakers are now being sought, so if you have any good ideas or seen a presentation that impressed you, let us know.

The EPS Board plans to get around 75 per cent of the conference speakers arranged in good time to help attract

members and non-members alike, but keep a few conference slots open until September for topical speakers on up to the minute issues of the day.

Send your ideas for speakers to:
info@the-eps.org.

Philip Horton, Contingency Planning Manager Communities at Sheffield City Council, outlines his city's experience

Doing it the Sheffield way



In the Autumn 2014 edition of *Resilience* magazine, Mick Free wrote an interesting and thought provoking article entitled *Humanitarian Assistance: Who leads?*

In his article Mick observed that 'Austerity was not an issue in 2005 at the time of the London bombs, since then the public sector has probably seen the biggest reduction in resources in living memory'. He asks the question 'Are we as well prepared to deal with the humanitarian response as we were eight years or so ago?.. I suspect not.'

I am sure organisations across the country involved in the humanitarian assistance response would give a wide diversity of answers to that question.

Hopefully to give some encouragement to other colleagues involved in humanitarian assistance in local authorities, I would like to answer the question from Sheffield City Council's perspective.

Let's start at the very beginning. It was in 1989 after the Hillsborough Football Stadium Disaster that the City Council began to build a humanitarian assistance response by creating a Major Incident Response Group (MIRG) which was originally tasked with 'improving the Social Services response for the first 72 hours after an emergency'.

Well, Rome (or the Sheffield City Council response) wasn't built in a day! Many of the workers from the Council and other organisations who responded to the Hillsborough Disaster to provide care and support were asked to be part of MIRG.

They had personal experience of trying to support the people involved and to work with the arrangements that existed at the time.

It was these experiences that response staff had had that provided the drive enthusiasm and desire to create a caring and effective response that would give support to people involved in any future emergency in the City.

Over the following 25 years the membership of MIRG has changed, but we have been very fortunate to have a group of people who are committed to seeking to deliver the best humanitarian assistance response possible with the resources and workers that we have.

Throughout, Senior Management at the Council has been very supportive of MIRG, has proactively encouraged staff in the Council to volunteer and has recognised the importance of both practical and financial support to ensure that the humanitarian assistance response is maintained and developed.

The catalyst for ensuring that the arrangements continually develop and improve was the creation of a Contingency Planning Manager

post in December 2004. The aim of this post was: 'to be a champion seeking to continually improve and develop the arrangements, working with Council and other organisations, to embed Government guidance, best practice and lessons learned, into the Council humanitarian assistance arrangements, and ensure effective care and support response and recovery'.

Needless to say it has been the combined efforts of the Contingency Planning Manager working with the Co-ordinating group (40 plus people), the Managers and Workers (200 plus personnel) who deliver the 'hands on' support and members of the public (70 plus) who role play and feed-back their experiences that has continued to progress the arrangements.

The 'hands on' response

It always will be the responders - who are face to face with the people affected by the emergency and who provide the care and support - that are the crucial first point of contact in what will be traumatic circumstances for those involved.

The people who deliver the hands on care and support in Sheffield are all volunteers. They are current and retired Council staff and people from voluntary, community and faith groups who have been trained and accredited by the Council to do this role.

Setting up a training and accreditation programme to ensure that responders are equipped and prepared to respond, was one of the



■ Emergency responders are the first point of contact for people caught up in an incident

first actions after Hillsborough. The training programme has been expanded and developed over the years. It now draws heavily on the *National Occupational Standards for Civil Contingencies* outline for knowledge, understanding and performance criteria.

The people who volunteer come from a range of Council service areas (not just social care). They bring their life experience with them and many of them find that the training, working with others and responding, provides them with valuable skills, enables them to give something back to their community, while friendships are forged.

There is a very positive 'feel' about the group that members of the public have often commented on. The people involved feel part of something that is making a difference. The group operates very much as a team and whilst there are 'managers and workers' the relationships and working arrangements are not so much hierarchical but are very supportive.

Recovery

For the last few years we have been working with partners to consider the action required in the medium and longer term. There is a wealth of information and guidance about recovery and reading it gives an insight into the resources required and the cost, which brings us back to Mick's comments about the reductions in public sector resources.

I guess that this helps to emphasise the importance of working together with a range of partners to ensure that we avoid duplication of effort, identify what are the key services and support required and agree who is best placed to provide them, with a view to delivering the best possible care and support we can with the resources that we have.

Council Humanitarian Assistance Partnership (CHAP)

In Sheffield we learnt a lot of lessons about the public perceptions of the Council's response after the floods of 2007. As a result, the CHAP was set up to seek to ensure that after an emergency in the days, weeks, months and years that follow, that the Council works hard to deliver a seamless and holistic response to support people affected.

This just does not happen on its own we found out! It really does need to be planned. After a major emergency as part of the Council's overall recovery arrangements CHAP will gather together a wide range of Council services and partners who deliver services on behalf of the Council, to look at the circumstance of the emergency, identify what is required from whom and to plan how we will work together to deliver the best response possible.

Sheffield Humanitarian Assistance Partnership (SHAP)

The Council also set up and hosts the SHAP which comprises representatives from the Police, Acute Hospital Trust, Children's Hospital Trust, Public Health, Health and Social Care Trust, Sheffield and Hallam Universities, British Red Cross, RVS, Samaritans, Voluntary Action Sheffield. The aim of the group is to: *'...work together, to identify and seek to ensure, that the medium and long term needs of people affected an emergency, are supported by the most appropriate agency and that individuals and families are dealt with in a sensitive and joined up way by all responding agencies.'*

Setting up and maintaining both these groups has taken some work. However, I believe it is far better to have the foundations laid now rather trying to create them whilst responding to an emergency.

Learning from each other working together

The Major Incident Response Group has a very good working relationship and receives support from the Emergency Planning Shared Service Rotherham and Sheffield.

The Contingency Planning Manager also attends the Core Cities Welfare Group and the South Yorkshire Humanitarian Assistance Group. Both these groups enable the exchange of ideas, a good sounding board, and an opportunity to share plans, arrangements, training programmes and lessons from exercises.

In Sheffield we have benefitted from the work that other authorities have done and have willingly and gladly shared with us (and vice versa!) thus saving us valuable time.

Representatives from the authorities have the opportunity to discuss topics and challenges facing them, and to hear how colleagues have approached them.

In October 2014 the Department for Communities and Local Government published *'Local Authorities' preparedness for civil emergencies – A good practice guide'*.

In the foreword John Barradell, Town Clerk and Chief Executive, City of London, says: *"Last Winter reminded us that the public rightly has high expectations of its local authorities. In emergencies, communities expect their local authorities to be visible and take a lead. That means we must prepare in advance, working closely with the other members of our own Local Resilience Forum to understand the risks, plan for emergencies and practice not only our response but also our co-ordination and communication of that response to our communities."*

Can I encourage you to seek out other authorities and organisations to work with, to make sure that humanitarian assistance gets the input and preparedness it needs to deliver a resilient and effective response for our communities?

Finally, we haven't 'made' it! Just to re-assure you our humanitarian assistance arrangements are not perfect! We are still learning from others and developing our response and recovery arrangements.

Where we are is because of 25 years of steady development, progress, learning lessons, reviewing and revising.

If you would like more information about the arrangements we have in Sheffield please contact me – details are in the panel on this page.

About the author



Philip Horton is the Contingency Planning Manager in the Communities Portfolio in Sheffield City Council he has worked for Sheffield City Council since 1972.

Philip has been involved in emergency management since 1989 when he was appointed as the Admin Manager

for the Hillsborough Task Team set up to work with people affected by the football stadium disaster.

When Sheffield City Council set up the Major Incident Response Group in 1990 to develop the care and support response to emergencies Philip was asked to be on the group and is still involved.

He was the Emergency Planning Officer for Sheffield City Council from September 1998 to December 2004 when he was appointed as Contingency Planning Manager.

In his role as Contingency Planning Manager, Philip (with his job sharer Lorraine Mitchell) lead the work within the Council to develop the humanitarian assistance response and recovery arrangements, deliver training and exercises and have a role in the activation of the care and support plan.

Philip can be contacted on: **0114 273 4504**
Email p.horton@sheffield.gov.uk

Ian Cameron, Peter Whitbread and Bob Wade of CWW look at how emergency responses are changing in the aviation sector

Flight MH370 - how NOT to deal with grief

One year on from the disappearance of Flight MH370, and Malaysian Airways as well as the Malaysian authorities have still not regained the ground they have lost through the mishandling of the aftermath of the disaster.

They infuriated the families of the victims from the very outset of the incident by appearing more concerned at 'damage limitation' to their reputations than any empathy towards the victims and their families.

The disaster occurred on 8 March 2014. In the resultant media scramble, Malaysian Airways – and the authorities who seemed determined to defend them – appeared to relatives more interested in talking to the media rather than them. Angry relatives stormed the press conference demanding answers, resulting in ugly scenes which hardly fitted Malaysian Airways image as demonstrating empathy for the relatives – relatives were furious to find that when they turned up, the Military were there: who were they protecting?

Throughout, the Malaysian authorities have appeared more determined to 'shut the story down' than help the victims' families. This has just resulted in an initial series of contradictory statements which only fuelled the anguish and rage of the families.

Firstly in one day, the authorities gave three contradictory statements about the location of where they thought the plane had crashed. Then on 15 March, the Prime Minister Najib Razak even got involved to announce that someone on board had shut down communications and the plane drifted for six hours with all passengers and crew incapacitated by oxygen starvation.

The lack of hard evidence coupled with the confusing statements from the authorities led to various conspiracy theories – desperately grasped at by grieving relatives looking for any sign of hope – filling the vacuum. Of course, MH370 appears to have disappeared over a vast – truly vast – expanse of water: Indonesia alone has 16,000

uninhabited islands. It could take years for any wreckage or a clue to its fate to be uncovered.

But rather than showing empathy and patiently explaining the difficulties in the search operation, still the emphasis was on shutting the story down. On March 24, just 16 days after its disappearance, Malaysian Airways sent a message to all relatives – incredibly by text – which stated: *"Malaysian Airlines deeply regrets that we have to assume beyond any reasonable doubt that MH370 has been lost and that none of those on board survived."*

It is hard to take a 'deep regret' seriously when it is delivered by text.

Meanwhile, the families began to organise themselves and set up support groups, with US families even employing their own investigative teams. When these groups went live on social media, they received 1.7 million offers of support, many from families of the victims of other air disasters, from Lockerbie to 9/11.

Rather than build bridges, the authorities continued instead – as the relatives see it – to sweep them under the carpet. One of the campaigners, Sarah Bujc who lost her husband, lives in Kuala Lumpur and claims her work permit previously used to sale through, this time it has taken several months longer than usual to be approved. Families in China have complained that the

office set up by Malaysian Airways to apparently liaise and help them, has been set up in a remote district of Beijing, rather than somewhere easily accessible.

The gulf between the authorities, Malaysian Airways and the relatives seems set to continue. On 29 January this year, the Malaysian government scheduled a press conference. But when it became clear that the relatives – now well organised – had declared they would attend, the press conference was cancelled, with the authorities saying it was "not appropriate" for the relatives to attend. Instead, they issued a statement stating: *"We officially declare Malaysia Airlines Flight MH370 an accident... All 239 of the passengers and crew are presumed to have lost their lives."*

Naturally, this has angered the relatives even further – how can it be declared an 'accident' when there is still no evidence?

Malaysian Airways from day one of the disaster should have engaged with the relatives immediately and before holding conferences for the media, held them first with the relatives to answer their questions. The media sometimes have to wait. Rather it seemed Malaysian Airways were more interested in their image by talking to the media first – hence the fury of the relatives. And no matter how many times they may try and declare 'closure' on this running sore, it is instead a story that will now run and run, with Malaysian Airways' reputation getting a world-wide beating every time. If anything, it will be a classic case study of how not to do 'humanitarian assistance' and reputation management.

About the authors:

Ian Cameron combines 35 years of broadcast experience with the academic rigour needed for a Master's Degree in Civil Protection. He is currently a NATO Civil Expert and has many international clients around the world. Ian previously worked in BBC and ITV, later becoming News Editor for BBC Nations and Regions.

Bob Wade, while with COI, worked extensively with the British Army, the Civil Nuclear Constabulary, and the Foreign & Commonwealth Office. Bob led on the communications response for many incidents, including two air disasters. Like Ian, he is a member of the Cabinet Office's National Steering Committee for Warning and Informing the Public.

Peter Whitbread has spent 30 years in crisis communications, many as the Lead Director for Resilience communications for COI. He led the communications response for many national crises and worked closely on incidents with the Maritime and Coastguard Agency, including the MSC Napoli disaster. In 2011 Peter was appointed by the Government as the Independent Chairman for the series of public consultations around the UK on the future of Coastguard stations.



Eyes in the skies

NO sector has had the arrival of the digital age impact upon it more than aviation. News is now instantaneous and society made transparent by social media. Airline companies are learning at their peril that they must move rapidly with events.

The first indication that the new age would transform how aviation incidents were dealt with came with flight United 93, the fourth aircraft hijacked by Al-Qaeda during 9/11, which was believed to be heading for the White House. But passengers were soon using their mobile phones to contact the outside world, and quickly discovered that they were not hijack hostages, but unwilling participants in a kamikaze mission. Heroically, they took on the terrorists and brought the aircraft down, sacrificing their own lives but no doubt saving the lives of possibly thousands of others.

It demonstrates that even up in the air, there are no secrets. People now tweet pictures as events unfold, as Monarch Airways found out when one of their aircraft went off the runway at Birmingham airport (see picture right).

When Malaysian Airways flight MH17 was brought down by a missile in the Ukraine, a Russian Separatist commander boasted on Facebook that they had just downed an aircraft. This post was then hurriedly taken down when it was realised they had just murdered 298 innocent people. The Sepa-

ratists and the Russian government then spent weeks trying to deny their involvement to no avail, and now as a consequence the Russian economy is in crisis as sanctions by the rest of the world begin to bite.

Perhaps the most extraordinary incident came in February 2014, when Ethiopian Airlines flight 702 was hijacked by its co-pilot, who was seeking asylum in Switzerland. The incident was immediately picked up by the new breed of 'digital plane spotters'. They use the 'soundcloud.com' platform to listen to live pilot and Air Traffic Control transmissions, and one of them heard Flight 702 "squawking 7500" – the code to report the plane had been hijacked – and tweeted it immediately. They began monitoring the aircraft, even posting maps and progress of its flight path, and the story was soon picked up by international media. Ethiopian Airlines no doubt dealt well with the actual incident, but they do not appear to have warned their advertising agency who

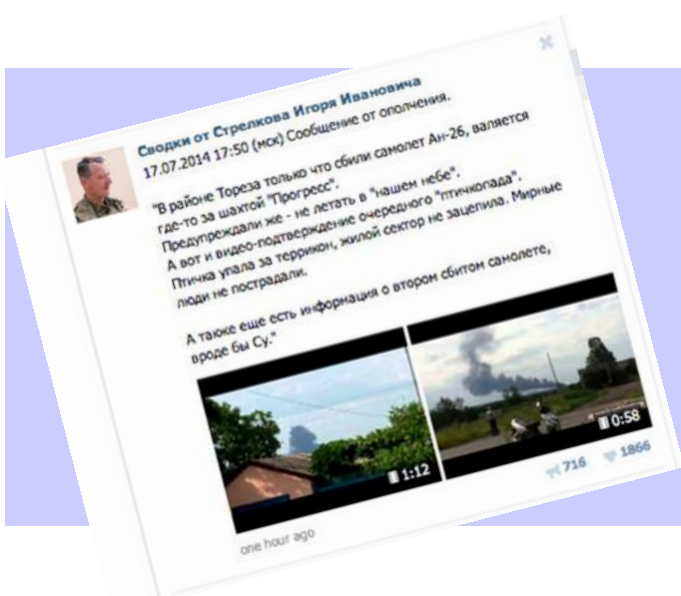


throughout the hijack were still pushing out gushing PR puffs about the airline on their social media sites, including tweeting such things as "For today, life is a bed of roses". Not for the passengers of Flight 702 it was – n't, as they had a nervous time as Italian and French fighter jets escorted them into Geneva airport.

All this transparency must only deepen the anguish of relatives of the victims of Malaysian Airways flight 370, any trace of which is yet to be found (see page 14).

The transparency of today's society however can assist the emergency services during aviation incidents. Let us look at an emergency crash landing at an airport. The usual response procedure would be to set up a Survivors Reception Centre, and a Family and Friends Reception Centre, assuming many of them are waiting at the airport for their loved ones. For the FFRC, the procedure is to direct relatives to the centre, where they will be told of the incident, and then each of them interviewed by police officers to gather information, and - if there is bad news - break it to the traumatised relative or friend. It is a slow process which has been leap

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■ Russian separatists boasted of shooting down an aircraft. When it was realised it was the innocent MH17 flight, the posting was rapidly taken down. Too late - the damage was done

Coming your way...



A new headache for emergency responders is the rapid growth in drones, being used by both commercial and media organisations, and more importantly, the untrained public.

New technology means drones – alternatively referred to as Unmanned Ariel drones (UARs), Unmanned Ariel Vehicles (UAVs) or Remotely Piloted Aircraft Systems (RPAS) – can now be purchased from as little as £250 - £1,000 so are no longer the domain of the professionals in the military, emergency services or commercial aviation industry.

The obvious danger is to low flying aircraft. Worryingly, the average drone does not show up on Air Traffic Control systems or on-board radar.

The worst recorded incident in the UK came in July last year when an Airbus A320 on approach to Heathrow reported a close

shave with a drone at 700 feet. The investigation by the UK Airprox Board gave the incident a risk rating of 'A' – the highest of its five risk categories. The owner of the drone has never been found.

Although most drones look flimsy compared to today's robust breed of jetliners, they would still cause a catastrophe. Research in the US found that if a drone weighing 25lb hit an aircraft travelling at 250 mph (the maximum speed allowed in the US for aircraft flying below 10,000 feet) the impact force would be 40,000lbs – and that can be devastating to an aircraft's control surfaces, stabilisers, tail or cockpit window, never mind an engine strike. In the US, the highest near miss recorded between a drone and an aircraft was at 2,300 feet.

There are also dangers to members of the public with their feet firmly on the ground. TGI Friday in New York had a PR catastrophe in the run up to Christmas. They had fixed up a drone to hover over dining couples with mistletoe attached – the drone crashed into a media photographer recording the event, cutting her nose. More seriously, full scale rioting broke out at the Serbia v Albania football match in October 2014, when Albanian fans – barred from the match because of fears of violence – rigged up a Kosovo flag on a drone and flew it onto the pitch.

The media meanwhile, have been embracing this new technology – CNN made dramatic use of camera borne drones for their coverage of Super Typhoon Haiyan in the Philippines in November 2014 (obviously after the event!) to record the widespread devastation.

Such use has brought excited talk from War Correspondents on utilising such drones in war zones, so they can get the coverage without being shot at. The military have been quick to remind the media that – unless the drone has been pre-programmed to follow an automated route with no connection to the controller – 'enemy' artillery would home in on whoever was issuing the radio signal. So not such a good idea after all.

But the use of drones by the media is becoming increasingly prevalent, even at local level, which emergency responders should be aware of. An example from the north west, as reported in the *Journalist* – the house journal of the National Union of Journalists, in its December issue – demonstrates what is coming our way.

There was a major fire at the St Mary's Catholic School in Leyland, Lancashire, in 2013. A local freelance photographer, Lawrence Clift, turned up with his Phantom model camera-borne drone and, responsibly, asked for permission from the senior

What are the CAA rules?

- You are allowed to fly a small drone of up to 20 kg in weight with no prior permission needed from the CAA, as long as you abide by the restrictions required by the CAA, which are:

- You cannot fly over or within 150 metres of a congested area:
- you cannot fly over or within 150 metres of an assembly of more than 1,000 people:
- you cannot fly within 50 metres of any vessel, vehicle or structure not under your control:
- you cannot fly within 50 metres of any person.

- If you wish to use the drone for commercial work, then you must first gain permission from the CAA.

- If you wish to use a drone fitted with a camera over people or property "not under your control", then again you must gain prior permission from the CAA.

On the latter two regulations, those who approach the CAA for permission will be required to provide:

- An Operations Manual detailing their practices and procedures.
- Evidence of airmanship skills and awareness.
- Evidence of the ability to operate the drone safely.

Fire Officer on site to deploy it to take pictures. Permission was granted, and after 15-20 minutes Clift had his pictures, and he sold them onto BBC, Sky and ITV.

So where does this leave the emergency responder on site? It should be remembered that media shots from the sky has been with us in the UK since 1990, when ITN introduced the first 'heli-tele', so many of the issues in terms of implications for the emergency response, already exist.

The difference is that the emergency responder on the ground didn't have to worry about such issues – the debate on whether heli-tele could be deployed would take place far away between media executives and Gold command, as well as the CAA as the heli-tele was a conventional aircraft and subject to the normal regulations.

Now, as was seen at the fire at St Mary's, it's more likely to be the senior officer on site when a journo turns up with a drone tucked under his or her arm, asking for permission to deploy and take pictures.

Firstly, do not dismiss it out of hand. A drone can get a proper panoramic view that would be in your interest to show the public, to show the extent of the problem you are having to deal with. But before that, these considerations should be taken into account:

- Would the media drone cause operational or health and safety problems? If so, then say no.
- Would there be security issues – the pictures may be being transmitted live.
- Remind the journalist of the CAA regulations – if they are selling the pictures to media companies, then that is a commercial transaction.

The journalist at St Mary's, Lawrence Clift, became the first photojournalist to receive a Caution from the CAA, precisely because he sold the pictures on to the media, and had not received permission from the CAA.

While we are not the police force for the CAA, if the journalist says he doesn't have CAA permission, then you can't give permission, as that could make you a 'party to the act'. Indeed, as the police get up to speed with the regulations, they can arrest a drone

operator if they do not have permission from the CAA or break the general regulations, for breaching the Civil Aviation Act - in November 2014, a man was arrested after flying his drone across 30,000 people attending the Manchester firework display in Heaton Park, which broke the regulations on so many levels.

- 'Good taste' and duty of care – could

the drone pick up pictures of the injured and dying or other distressing images? This is an ongoing debate – emergency responders are not responsible for editorial control of media organisations; that is the responsibility of editors. If they decide to broadcast distressing images, it is they who will have to defend themselves afterwards to criticism: remember the furore the *Daily Mirror* faced for printing horrific pictures from the Hillsborough disaster. At the same time, emergency responders do have a duty of care for victims and survivors: if you think they will be distressed by a drone buzzing around their heads, then say no.

It would be unfair to say all the present risks set by drones will come from enthusiastic amateurs showing off their Christmas present, or gnarled hacks from the media determined to get their exclusive pictures.

In the future, it is the increasing use of drones by commercial organisations which could blossom. Big global companies are investing much research and development into the use of drones, from Google to Bezos, from Facebook to Amazon, as a cheap form of transportation and delivery.

This may sound far-fetched, but let us not forget the shift of freight from rail to road over the past three decades or so, and all the subsequent impact it has had on the motorway system.

On the positive side, organisations are beginning to grasp that this new area of transport security needs to be tackled. This ranges from those wanting hard-line regulation, to users who want self regulation.

The British Airline Pilots Association – understandably – has a straight forward demand: they want drones which share airspace with passenger and freight air companies to meet the same safety standards as piloted aircraft, and that drone operators should have pilot-equivalent training.

On the other hand, the Association of RPAS, formed in 2013, represents the enthusiasts. They say their remit is to talk to the authorities to ensure any future regulations are fair, and they have drawn up a code of conduct they want drone users to abide by.

Either way, it is clear drones are here to stay.



■ The first thing many survivors do - especially the young - is text or tweet their loved ones

(continued from page 14)

frogged by social media.

For a start, the family and friends will probably be aware of the incident - most airports now have live TV screens so reports of the crash would be fairly immediate. Indeed, airports need to move rapidly to tell the media which flight is involved, to reassure the 99 per cent of other family and friends at the airport who are NOT affected, rather than having 100 per cent of everyone at the airport besieging information desks.

But back at the FFRC, many of those worried family and friends may well have received a text or tweet from their loved one on the aircraft, saying they are safe - particularly amongst young people it will probably be the first thing they do. Therefore, the reassured and relieved amongst the friends and relatives can be 'moved to the back of the queue' and priority given to the anguished who have had no news.

One of the case studies examined by the University of East London and others into their research of the effect of social media during an incident, was the Manx2 air crash at Cork Airport in 2011 in which six people died.

Demonstrating the speed with which social media can accelerate information exchange, the project found that the first entry on social media came within *one minute* of the crash.

More importantly they found that tweets about the air crash peaked within the first hour of the incident in the scramble for information – however, once the correct information was being circulated, the number of tweets began to decrease.

The lesson here is that emergency responders need to 'join the conversation' on the social networks as soon as possible with correct information, to avoid public confusion or alarm.

The numbers game

As the world becomes more global, organisations should be aware of 'tetra phobia' – that is, the fear or superstition about certain numbers. This is particularly the case for airlines which have an international customer base.

In the West of course, many carriers will not schedule flights with the number 13, sometimes even banning the number from rows of seats. It is also rare to see the flight numbers 666 or 911.

In some areas of Italy, they fear not Friday the 13th, but Friday the 17th: the numeral XVII can be re-arranged to create 'VIXI', the Latin for approaching death.

In China and South East Asia, the 'unlucky number' is 4. It is because the pronunciation of it is similar to the word for death. Both the Taiwanese and South Korean Navies ban the number 4 when assigning numbers to their ships. South Korea also skips the 'fourth floor' in its hospitals, going straight from Floor 3 to Floor 5, or putting 'F' to denote the fourth floor rather than the dreaded number.

In Cantonese speaking areas of China, 14 and 24 are also mistrusted, sounding respectively like 'will certainly die' and 'easy to die'.

In Afghanistan, it is the number 39 that gets a bad press, this time because it is a bit insulting. In Afghan, 39 sounds like the street slang for a 'Pimp' – so not the thing to have on your number plate if the Taliban are in the area.

Should organisations take such silly superstitions seriously? Well, you can feel sympathy for the TAM Airline in Brazil who were damned if they did and damned if they didn't.

Even though this particular 'celebrity clairvoyant' had been exposed as a charlatan back in 2012 by a TV investigative programme, he was back in the media spotlight in August last year claiming he had predicted the death of a Brazilian presidential candidate, Eduardo Campos, in an air crash. But



■ The Editor's flight number on a recent return trip to Dublin (gulp)

he then went on to say that he had also had a premonition about an aircraft crashing onto a popular avenue in Sao Paulo, and gave the flight number.

The media traced the flight number to TAM Airlines. Even though the saner sections of Brazilian society dismissed the claims as nonsense, TAM panicked and quietly changed the flight number. The media were soon onto them, and firstly TAM denied they had changed the flight number because of the so-called prophecy. As media pressure built, so they finally admitted they had done it, adding it was "a matter of respect to superstitious people".

Now the flight itself became a media circus. Two of the airline's top Executives joined the flight to demonstrate it was safe. They were joined by journalists and comedians who had also mischievously booked seats too.

Needless to say the flight was totally uneventful. The clairvoyant merely shrugged his shoulders and said that because TAM had changed the flight number, they had 'changed the future'. How convenient. TAM meanwhile was immediately ridiculed for reacting to this nonsense by the same media that had whipped it up in the first place.

So the numbers game is one to watch out for, particularly when dealing with different cultures.

P.S – I hope you are still alive after reading this article with all those unlucky numbers within it. Mwa ha ha haaaa.....

New Guidance published as CAA responds to recent travel woes

THE Civil Aviation Authority has published new guidance for UK airports on passenger welfare following a series of disruption to flights over the past few years.

The new report – called *Passenger welfare at times of major Disruption: guidance for UK airports* – was

commissioned after a series of

incidents that left thousands of passengers stranded, from the chaos caused by the Eyjafjallajökull ash cloud in 2010, to the flooding at Gatwick on Christmas Eve 2013, which seriously disrupted thousands of passengers' travel plans, and prompted a Transport Select Committee inquiry into the event.

The CAA report points to the three key issues raised by the government's 2014 *Transport Resilience Review*. Firstly, increasing physical resilience to the causes of disruption; secondly, ensuring processes and procedures to restore services and routes to normal as quickly as possible; and thirdly, use clear and effective communications to passengers and transport users so that the impact of disruption on people and businesses is minimised. The Guidance says air travel is a "complex consumer service, bringing together multiple stakeholders, including airports, airlines, travel agents, ground handlers, air traffic controllers, security and border control, caterers, surface transport providers and maintenance services. Most of the time, these organisations interface seamlessly, providing a hassle-free experience to the vast majority of the 230 million passengers who fly in and out of the UK every year."

The CAA outline seven steps that airports should undertake to improve resilience: collaboration with partners, manage risks, capital investment, plan and deploy contingencies, communicate with passengers, practice and exercises, and to learn lessons.

On the latter, the CAA calls on airports to learn from the feedback from passengers, saying: "This may include encouraging consumers to complain and give feedback, sharing complaints data among stakeholders, and monitoring social media...."

Water based safety training



Plas Menai is an approved provider for 'Rescue 3' training courses that are internationally recognised and form the base flood rescue training for many Emergency Services, White-water Professionals and Rescue Teams.

The courses are designed to equip professionals with the knowledge to safeguard themselves and their team members whilst involved in water based rescues. Their waterside location offers easy access onto the Menai Strait and in particular the Swellies where their Swiftwater and Flood Rescue Boat Operator (SFRBO) courses are undertaken. The centre is also only a short drive to the River Seiont from where they run Swiftwater and Flood Rescue Technician (SRT) courses.

The Plas Menai centre also run National Water Safety Management RLSS courses and the RYA Powerboat Level 2 and VHF SRC Radio courses.

Course details are:

Rescue Boat Operator (RBO)

Duration: 2 days
Pre-requisites: Must be a confident swimmer
Minimum age: 18 yrs

The Rescue Boat Operator course is suitable for people with little or no powerboat experience who wish to attain an inland boat handling and rescue boat capability on flat or slow moving water.

This course covers units such as Personal Protective Equipment, boat handling under power and with paddles, scope of operations, weather and navigational considerations.

Swiftwater and Flood Rescue Technician (SRT)

Duration: 4 days
Pre-requisites: Must be a confident swimmer
Minimum age: 18yrs

The Swiftwater and Flood Rescue Technician course complies with Defra Module 3 content requirements, and for many years has been seen as the benchmark training course for swiftwater and flood rescue teams.

This training course is intended for personnel who may be required to carry out rescues in a swiftwater and flood environments, including emergency services personnel and mountain rescue teams. This course will cover units such as an introduction to technical rescue equipment, swimming in moving water and search operations.

Swiftwater and Flood Rescue Boat Operator (SFRBO)

Duration: 5 days
Pre-requisites: Swiftwater and Flood Rescue Technician or alternative Defra module 3 certification
(see Rescue 3 website for list of appropriate courses)
Minimum age: 18yrs

The Swiftwater and Flood Rescue Boat Operator training course is intended for emergency services or rescue teams who will be required to carry out rescues in a swiftwater and flood environment.

This course incorporates all elements from the FRBO course and adds a swiftwater capability suitable for fast moving rivers and flash flood conditions. It is based on the philosophy of self-protection and application of low to high risk solutions.

The Swiftwater and Flood Rescue Boat Operator course can also be run as a 4-day add-on module from the RBO, FRBO or RYA level 2 power boating courses.

Plas Menai will provide all necessary personal protective clothing and equipment including, drysuit, boots, buoyancy aids and helmets. The centre can accommodate up to 67 people and the bedrooms are comfortable with single beds and duvets. Most rooms are twin-bedded, although we do have a few single rooms and some with three or four beds for families and groups.

For more information please follow the link to our Website or Facebook page:

<http://www.plasmenai.co.uk/water-safety/>

<https://www.facebook.com/plasmenaiwst>

If you have any questions or would like to discuss possible dates please contact the centre on: **01248 670964**

■ The training team at Plas Menai



Chris Hoad explains how the 'Stuxnet' cyber attack on Iran's nuclear facilities is a warning for us all

Game changer

The first cyber-weapon

STUXNET is the first publicly defined 'cyber weapon' and continues to intrigue computer security experts. We know that it was very complex at 500KB and very specific in its search for its target systems and its effect upon them.

No terrorist group has ever claimed responsibility for the attack and it's not unreasonable to assume that they would, since the purpose of terrorism is to draw attention to the terrorists' cause. Such an audacious and innovative attack would be a significant *cause celebre* for any terrorist group, so it seems unlikely that they would be modest about it. Also, we might bear in mind that Iran is a predominantly Muslim country and is not an ally of Western powers, so which terrorist groups would have an interest in attacking its nuclear program in this way or would have the ability to construct a computer worm that appears to have programmers working in several different countries?

It would seem far more likely that the attack, taking into account the target, the complexity of the attack and the cost as well as the special skills involved in developing the virus, was carried out by nation states. The most popular and credible assertion by a long shot is that it was a collaborative effort between the US and Israel. Security experts claim that this had been a joint American-Israeli operation to sabotage Iran's potential efforts to build a nuclear weapon.

Allegedly, at a secret Israeli complex deep in the desert the effectiveness of the Stuxnet worm was tested and similar efforts were apparently also underway in the US. Revelations by journalist David Sanger now purportedly confirm that both the US and Israeli governments developed Stuxnet together. The goal, according to Sanger, was to target Iranian nuclear manufacturing equipment and so stall the Iranian nuclear development program, though not destroy it completely.

Sanger asserts that Stuxnet was developed as part of a classified operation codenamed "Olympic Games" in coincidence with President Obama's decision to increase the deployment of cyber-attacks following the lead started by George W Bush.

As fears mounted over Israel making preemptive military strikes against Iran, the US brought Israeli officials into the Olympic Games programme, who then worked with the National Security Agency to design Stuxnet. NSA whistle blower Edward Snowden has also confirmed that the NSA jointly developed the Stuxnet computer virus with Israel to target the Iranian nuclear facility.

In January 2010 inspectors from the International Atomic Energy Agency visited the once top secret Natanz Uranium enrichment plant in Iran, 150 miles north of Tehran. They noticed that centrifuges used in the process of enriching uranium gas were malfunctioning with no apparent cause.

Between June and August, the number of centrifuges malfunctioning progressively increased.

Effectively, they were set to run at speeds that would damage them but not cause total breakdown.

By August, 328 centrifuges were not working at the plant and by November that number had increased further to 30 per cent of total. Uranium enrichment at the plant had been disrupted several times due to technical problems.

Researchers eventually found malware (malicious software) on one of the systems and discovered a self-replicating worm now known as Stuxnet, which had been designed to corrupt Programmable Logic Controllers (PLCs).

These systems automate processes regulating industrial controls like pressure and temperature, for example. Stuxnet could apparently spread between any computers running Windows, even if not connected to the Internet. Once it had infiltrated a network it spread to other machines and gained control of them. The worm then increased the velocity on spinning centrifuges whilst simultaneously providing false information back to the control room, giving assurance that everything was functioning normally, so that intervention could not take place until much damage had already been done. The intended effect apparently was not to destroy the centrifuges but to degrade their efficiency.

Stuxnet began by patiently gathering information on the targeted systems before executing itself and then, using the information it acquired, it took control of hardware devices and caused the process to fail.

The worm fooled detection systems by exhibiting a digital certificate which purported to come from a reliable source, then ascertained whether the machine was part of the industrial process that operated the centrifuges. If not, it did nothing, again demonstrating that this was no ordinary 'wreak havoc' virus. If the machine was part of the targeted system the worm attempted to update itself via access to the Internet.

Stuxnet updated itself by checking back to its control servers based in Malaysia and Denmark, and also when infections crossed each other they compared versions to ensure parity. The worm eventually compromised the PLCs by exploiting existing software weaknesses. These vulnerabilities let the worm increase its privilege levels so that it could inject destructive computer code into the PLCs and perform sabotage, infecting files used by the Supervisory Control and Data Acquisition (SCADA) system. The PLCs were later found to be not well enough protected. Operator access to them was granted via commonly held passwords that had not been changed regularly. Even once the worm was finally identified, the passwords weren't



Chris Hoad is Head of Security and Emergency Planning at the University of Birmingham

changed, over concerns that it might cause problems for other systems. Experts claim that Stuxnet was first introduced to a number of suppliers to Iran's nuclear facility, such as those that manufacture centrifuges, before it infected the systems at Natanz, suggesting that it was probably carried in from the outside on USB devices used by contractors.

For security reasons, systems apparatus used in industrial control processes are not connected to the Internet and some are not even network connected to each other, which presents a particular problem to anyone wishing to introduce malware into the system.

This form of infiltration attack therefore allows the malware to be introduced to the target from outside the secure zone. An analysis of residual log files does show that Stuxnet originated outside of Natanz and can be traced back to companies involved in industrial component manufacture.

The evidence seems then to indicate that Stuxnet almost certainly broke into Natanz from the outside, rather than originating from the inside and breaking out as originally thought.

Stuxnet was a very sophisticated piece of malware that only advanced programmers could have created using highly specialised equipment. It even incorporated programming which minimised any indiscriminate damage outside of target systems and had a 'kill date' of 24 June 2012, after which it deleted itself. Stuxnet ultimately infected up to 100,000 computers not only in Iran but across much of Asia, Europe and the US, according to an interrogation of its control servers.

Stuxnet changed the cyber security game in many ways and taught the cyber security community important lessons; namely that malware can be capable of attacking physical industrial process, not just computer programs and that separation from the Internet does not guarantee security.

Stuxnet became the model for the future of cyber warfare, offering different strategies for attacking enemies without resorting to conventional weapons. Perhaps the most important point is that it achieved its objective without harming anyone or even destroying property and was certainly far less costly than a conventional military strike.

We must weigh this in context with the risk of Israel mounting a pre-emptive military attack on Natanz such as an airborne bombing raid. Stuxnet ultimately caused less danger to civilians, less risk of retaliation and was obviously more morally defensible than military action.

Stuxnet from then on accelerated the drive to develop cyber-attack as a means of warfare. After the attack, Iran was reportedly investing large sums of money in its cyber offence and defence capabilities. Also, since Stuxnet, the US Department for Homeland Security has issued *The Cyber Security Strategy for the Homeland Security Enterprise* from which there have arisen proposals addressing cyber security legislation. New international rules are now being thrashed out over the extent to which states can use cyber technologies against each other and most likely are seeking to raise the bar or reduce the impediments in terms of using cyber technology to further national security and military objectives. The possibilities for offensives against countries like Iran, which might cause serious problems for them without a shot being fired, have obvious appeal.

Iran itself is not a friend of the West and has consistently been described by the US as the world's biggest state sponsor of terrorism and a place that consistently provides safe harbour to Al Qaeda's top ranks, as well as providing funding and support to other terrorist groups. There can be little doubt that both the US and Israel considered the Iranian nuclear program to be a significant threat and therefore dangerous to national security and to peace in the Middle East and beyond.

The charge is that they therefore crafted and calculated a sophisticated cyber-attack against Iran's Uranium enrichment facility in order to neutralise it; so with regard to the legalities of cyber offensives, we should consider whether the Stuxnet attack potentially violated international law. This prohibits a state from 'intervening in the domestic affairs of other states, using force or engaging in acts of aggression'. Developing Stuxnet to attack the Natanz facility was deliberately offensive and threatened critical manufacturing processes. But was it an act of aggression according to international rules or possibly even an act of war?

Though posing no risk to life or property, some legal experts assert that the attack could still be considered an act of force in contravention of international law and thereby it might indeed be construed as an act of aggression, though this currently remains open to conjecture until more commonly agreed legal definitions around the meanings of force and aggression are ratified.

Iran, without any doubt, will view this matter in a very different light to Western powers. Iran's President Rouhani has made public that his Foreign Ministry has enough evidence to take legal action against the United States for the Stuxnet attack, as an illegal act that violated the UN Charter.

The real significance of Stuxnet however is in the impact it has now had on the evolution of cyber technology as a means of offensive action by nation states. We are also seeing a substantial growth in industrial cyber-crime. A computer worm such as Stuxnet could be adapted to attack all manner of systems and if used by sufficiently capable criminals or terrorists, could have devastating consequences for industry and society generally. The blueprint provided by Stuxnet could prove to be a game changer for us all.

Such an attack on the computer systems of, say, the National Grid or a water utility company is too horrifying to contemplate. The Stuxnet episode must serve as a warning for global governments and industry to considerably raise their game in terms of improving cyber security. Global investment in the cyber security of critical infrastructure systems must therefore be seen as an urgent imperative for us and our allied states.



About the author

Chris Hoad is currently Head of Security and Emergency Planning for the University of Birmingham.

Chris has spent the last 10 years in senior security positions within Higher Education, following 17 years in corporate security management and nine years as an RAF Policeman.

He has an MA in Security Management from Loughborough University, is a Chartered Security Professional and a Fellow of The Security Institute.

Barrister **Alister Turtle** of Bond Solon, outlines why keeping a log is essential

Keeping record

For staff working in the fields of emergency planning and response, log-keeping is crucial.

Why is this process so important?

For a number of critical reasons. Log-keeping helps with situational awareness, or the Common Recognised Information Picture as it is officially known; it helps decision-makers to make lawful decisions during an emergency and it also helps to account for the way the emergency was handled after the event.

Authorities are required to reach lawful, necessary and proportionate decisions when dealing with an emergency. In order for them to be able to do this, there needs to be a logical approach to the decision-making process. An audit trail helps the decision-makers to ensure this happens.

Emergency workers can also be better informed if a timely and accurate record is being kept of key data, such as decisions, communications, resources deployed and actions required and taken.

So - what is a log? For these purposes, it is: an accurate and timely record of the emergency response (*incident log*), and of the decision-making process (*decision log*).

There is no prescribed formula for what a log should look like. However, it should clearly be contemporaneous. The incident log should also be verified before it is closed, otherwise personnel who have provided information for the log would be deemed to be giving 'hearsay' evidence.

A decision-log should provide practical assistance to the decision-maker at the time of and after the emergency. It must help the decision-maker to prove that they reached a 'reasonable decision'. A reasonable decision is one that other decision makers would have reached in the same circumstances.

The closer in time to the emergency the logs are kept, the greater the weight attached to them in the Courts, should this ever be necessary. The Courts have long recognised that a witness can refer to their contemporaneous records from the witness box. Contemporaneous records can also be used as a basis for writing witness statements, no matter how long after the emergency response.

After an emergency, personnel may be

required to account for their actions, omissions, and decisions.

It is no longer the case that decisions by public authorities are immune from accountability. The first major step towards removing immunity came in 1999 with the decision of the European Court of Human Rights in the case of *Osman*.

In this case, the death of a person during a police investigation resulted in the Court ruling that, in certain circumstances, the authorities might be answerable if they did not do all that could be reasonably expected of them to avoid a real and immediate risk to life that they knew or ought to have known about.

Accountability may arise before internal investigations, investigations involving Regulators, the Coroner, the Criminal or Civil Courts or a public inquiry. Whatever the forum, the question will often be the same: did the responder respond in a *reasonable way*, and did the decision-maker reach a *reasonable decision*.

The answer to these questions might be used to help determine whether there has been misconduct, gross negligence or civil negligence.

In order to fully account for a response to an emergency, responders will need to explain the process and the circumstances or context within which they responded and took decisions.

Failure to do this can, at worst, result in a reasonable decision being seen to be unreasonable and, under the law, potentially negligent or criminal.

Adrian Battaini, business continuity and risk manager at **Stansted Airport**, highlighted the importance of log-keeping:

"We are a major airport and we do face challenges, such as an aircraft accident or an injury at work, which may result in a public inquiry or legal action. Log-keeping is one of the major competencies which we deem a necessary requirement for our incident management team.

"Training is essential and makes the difference between something that can be produced in Court and a few scribbled notes cobbled together."

Simon Rowles, training and delivery manag



About the author

Alister Turtle, LLB (Hons), Barrister, Head of Programmes, was called to the Bar in 1994. He previously served as an officer in the Army for three years, and then qualified as a barrister. He practised for 10 years, mainly in the field of criminal law.

Alister trains in many areas, including: Emergencies on Trial, Log Keeping, Law, Evidence, Procedure & Best Practice, Statement and Report Writing, and Witness Familiarisation.

His clients include: CIPFA, DSTL, Environment Agency, HMRC, MOD, Police, UK Border Agency, and Vodafone, to name a few.

Alister also assisted in the development of the ACPO National Decision Model.

er at **West Sussex Fire and Rescue Service**, said log-keeping was a crucial process and allowed the service to reflect on its actions and to ensure it reached a reasoned, justifiable and necessary decisions.

He said: "Through the keeping of a record of events and decisions behind all of our activities - along with a means of recalling information which may become key in any changes to our ways of working and formal enquiry - we are ensuring we meet our obligations under any due legal process."

He added: "We understand that to achieve this recording of information in a fast-moving emergency requires pre-planning and training. We therefore ensure key personnel understand the value of training."

David Cloake looks at the impact of major incidents on small businesses

SME resilience - forgotten victims?

On the 7 August 2013, a major water main pipe burst, discharging millions of litres of clean water and causing substantial flooding on and around Half Moon Lane, near Herne Hill station in South London.

The area itself is geographically a small basin, with the area predominantly habited by Small and Medium Enterprises (SME's), the majority of which are independently owned.

During that time I was working in the not-for-profit sector supporting The Prince of Wales' charity Business in the Community which had established a Business Emergency Recovery Group (BERG) to encourage its members to support communities during a major emergency. This group had a specific interest in supporting the resilience and recovery of SMEs and was very active in deploying liaison officers to record and report the effects a major emergency was having on this community.

Immediately following the incident in Herne Hill, I was deployed to report the impact on the local SME community and reported my findings accordingly. At that time, the following was observed:

- The worst-impacted businesses were "point-of-sale" driven and required their shop premises to trade. There were only a few businesses that had reopened fully or partly;
- Cash flow was the biggest issue facing those SMEs that had been badly affected by the flooding, as they suffered significant loss of stock and the properties required total refits;
- Business owners at that time reported mixed views about their insurance company response and loss adjustment process;
- Many predicted that it would be some months before they could fully reopen.

As civil contingency professionals, we are all aware of the contribution of SME resilience to community recovery, a point that is exemplified by the inclusion of the provision of business continuity advice by local authorities under the Civil Contingencies Act 2004.

However, there appears to be little research into how this specific community has been affected by a wide area emergency, such as a flood, and how they have coped.

Indeed, it is unclear whether SME's in general put into place any resilience measures before such an emergency has occurred, and

whether they were successful, and whether there was a change in approach and attitude towards resilience as a result of their experiences.

I was keen to return a year later to Herne Hill to track the progress of SME recovery, to answer these questions, and to record the issues they faced following this devastating event.

To this end, my company, Foresight Solutions, commissioned a programme of detailed research to capture these issues and to provide the resilience community with practical account of their experiences to assist in broader recovery planning and knowledge.

Our research did not canvass feedback and views from any responder. That was quite deliberate. Instead, we felt it important to capture the views of a community affected by such an event from their viewpoint, rather than assessing the quality of the response.

However, comments on this were received and were generally favourable.

Key headlines from our research suggested the following:

- **Financial impact:** Overall, the research indicated that the impact to interviewed SME's was substantial, with many identifying cash flow as their primary issue.

Additionally, the worst-impacted businesses were "point-of-sale" driven and required their shop premises to trade. There were only a few businesses that had reopened fully or partly within a few days of the incident, with some remaining closed until December 2013.



- **ICT and critical information resilience:** In nearly every case, some form of critical data was lost (paper and/or electronic format), and a key ICT system was compromised, resulting in partial and/or complete data loss and/or a partial and/or complete loss of availability.

- **Salvage:** The ability to salvage essential elements of any business following an event such as flooding can be considered by some as an essential element of recovery.

Enquiries relating to the salvage of stock and essential fixtures and fittings brought mixed responses and impact, depending on the nature of the business and the attitude of loss adjusters.

- **Insurance and loss adjustment:** This topic provoked the most feedback from those interviewed, with nearly all stating that, despite the event occurring 13 months ago, final settlement payments had not been agreed or paid.

- **Service resumption and recovery:** All businesses interviewed reported business interruption of one form or another. The least impacted businesses appear to be those with alternative or supplementary business activities, or those who did not solely require their shop premises to trade from.

- **Learning from experience:** There were some examples where this experience has altered their future approach to protecting their businesses from emergencies in the future, with good examples included:

- * the relocation of key equipment, ICT or other assets to places that won't be susceptible to future floods
- * the use of the Cloud for data back up
- * increases in insurance cover to deal with shortfalls.

However, these examples were in the minority, with many businesses resuming their operations in a similar manner and not introducing any additional measures or changes to support their resilient recovery, regardless of the emergency or incident.

It was a great privilege to speak to these people, all of which showed great personal resilience and determination to recover from such a personal disaster. Meeting these people, hearing their stories and understanding their experiences has reminded me that the human tragedy goes "well beyond the rest centre" and can cause communities and individuals to struggle for a long period of time.

I am a firm believer that society can do more to help communities prepare for and recover from emergencies, and that the recovery of small businesses is a vital component.

SME's need more assistance, support and encouragement to adopt more resilient practices, and not to feel that insurance is the only answer. I hope that the work of BERG continues, and that business in general becomes a greater player in shaping and contributing to this agenda and the people it aims to help.

Business has so much to offer in terms of its people and resources – we just need a way to enthuse these organisations!

I encourage all those with an interest in community recovery to take a look at our report which can be found on our website www.foresightsolutions.net

Or by contacting me at david@foresightsolutions.net.

It is also available in the EPC library.



About the author

David Cloake is the Founder and Managing Director of Foresight Solutions Ltd, a company dedicated to supporting individuals, agencies and companies with an interest or an obligation in dealing with risk, resilience and continuity planning.

David's most recent appointment was as the CEO of Community Resilience UK CIC, where he introduced and maintained a number of key improvements and capabilities relating to emergency property provision and HRH The Prince of Wales' Business Emergency Recovery Group (BERG), which has supported a number of small businesses following the floods of 2014.

David has worked in the field of emergency planning since 1998, entering into the profession following spells in engineering, broadcasting and facilities management. He started his career within the nuclear industry, joining the emergency planning team on a full time basis in 2000. In 2004, David was appointed as the Emergency Planning & Resilience Manager at the London Borough of Southwark, introducing a range of improvements to bring the authority into line with the requirements of the Civil Contingencies Act 2004. Additionally, David became involved with many work streams across London, including the development of common pan-London forward control training standards, risk assessment and common response standards.

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 has instigated a range of improvements whilst in his present role, including the introduction of "one-Kent" emergency planning. This approach, agreed by 13 local authorities, introduced a unified approach to plans, training and response capabilities across the two-tier local government system which operates in the county.

David has also studied this field of work at an academic level, obtaining a "merit" award for an MSc in Disaster Management from Coventry University, and lectures regularly on a range of subjects. David is also the former Finance Director and a full member of the Emergency Planning Society, winning their "Resilience Planner of the Year Award" in 2010 for his work in Kent.

Lyndon Bird of the Business Continuity Institute
comments

Resilience - more than just recovery

May I start by saying how pleased I am to see the re-launch of the printed magazine from our old friends at the Emergency Planning Society. The title *Resilience* is of course well chosen, as it is the most discussed issue surrounding our disciplines in recent years. In fact the British Standards Institution have recently launched a new standard BS 65000 on Organizational Resilience and ISO (International Standardisation Organisation) are working on a global version which we can expect during 2016.

I have argued that although the term resilience is widely used, it is rarely defined in a way in which it can be meaningfully assessed. Traditionally Business Continuity has provided a means of reducing the severity of disruptive interruptions by understanding the operational priorities of the business, the infra-structure that supports them and the acceptable timescales for response and recovery. Business Continuity practitioners have always argued that by taking a holistic approach to an organisation, critical dependencies and single points of failure can be better identified and mitigated, thus leading to improved reliability and customer satisfaction. This might seem an obvious conclusion but it is hard to conclusively prove.

However, resilience is much more than recovery from disaster or serious incidents. It is the ability to identify and monitor risks to prevent them happening or at least minimise the impact.

It is about the capability of the organization to deal with incidents that cannot possibly be predicted. It is about the capability of the organization to respond to and adapt itself to changing in its external circumstances, such as civil war in a key supplier country.

In some ways it is difficult to highlight companies who are good at resilience because by definition they will be the ones that handle problems, major incidents and even crises almost seamlessly.

I am often impressed by the work of companies who develop programmes that bring together the various resilience functions (security, emergency, risk, crisis, BCM, cyber, governance) rather than set them up to work in isolation. The change in terminology from BCM to Organizational Resilience is happening rapidly in many companies and many see this as a real opportunity to get senior management buy-in by concentrating on strategic threats. Adaptability (rather than response) is becoming the new buzz-word and traditional Business Continuity Managers and Emergency Planning professionals need to adopt to this new reality.

The speed of political, cultural, technical and business change makes the need for a more dynamic way of responding to crises ever more important, but we all do need to work together; developing resilience capability and the people skills needed to take control of unexpected events. Part of this is better coordination between public and private sectors of the economy.

This is a concept that has gained ground in the US more than in Europe but is now getting more traction. Essentially it recognizes one true but "often unstated" fact – i.e. that government cannot fully look after you when really bad things happen; most of the resources needed for dealing with major physical incidents (hurricanes, tornados, earthquakes) are entirely within the private sector.

The government may have theoretical unlimited power to deal with emergencies and they can utilise police and military for security and logistical support. However what is generally needed is equipment, fuel, energy, transportation, food, cash and medicine – almost all entirely provided by the private sector in most countries today. So how can the overriding control of governments be



■ The resources needed in a major incident are almost entirely provided by the private sector

reconciled with the needs of NGO's (charities, relief agencies) and the commercial resilience strategies being adopted by private organizations? Since Katrina, the US agencies have recognized that centralised top down emergency planning has often not been very effective (e.g. Katrina) and so the emphasis now is on local resilience – closer to the UK model but attempting to combine the needs and resources across the entire community – encouraging business and public sector to understand they need each other if they want to be resilient. This seems self-evidently necessary but will it work? We shall see.

I am often asked in my capacity as technical director of the BCI, what I think is the top challenge on the horizon for resilience professionals. I think the answer is the need to change the mind-set of many people inside the resilience communities themselves. We have many good programme managers and auditors but not enough really innovative thinking going on about achieving a safer and more resilient world. So the new interest in the idea of 'Resilience' does give us a chance to articulate a wider strategic vision for the discipline. Thinking up practical solutions for mitigating threats and hazards that do not fit the old model of physical disruption is a real challenge - Cyber resiliency is high on our agenda as is reputational damage through company failure to "get" social media. This is a challenge for us all but a great opportunity to work together closer than ever before.



About the author

Lyndon Bird MSc FBCCI is Technical Director of The Business Continuity Institute (BCI).

He has BSc in Chemistry and an MSc in Management Sciences from the University of Manchester.

Lyndon helped found the BCI in 1994 and has been one of its Directors for the majority of that time including three years as Chairman. His private company Continuity Planning

Associates was Europe's first niche specialist BC consultancy, established in 1986.

Lyndon works exclusively in the field as a consultant, an educator, author and presenter. He has spoken at and chaired conferences throughout the world and has contributed features, articles and interviews to most leading business and specialist publications

Tackling Ebola: knowing how to communicate

A NEW study has demonstrated the challenges in communicating with the public in the African countries hit by the current Ebola outbreak.

A meeting of the National Steering Committee for Warning and Informing the Public, which advises the Cabinet Office on crisis communications, heard a fascinating presentation by **Jennifer Cole**, the representative for RUSI on the committee, on independent research she had carried out.

The most prominent form of mass communications in the West African countries affected is radio broadcast and text messaging, with language barriers and poor ICT infrastructure meaning that internet access and smartphone usage is rare. Combined with low trust in Government and official bodies, public health messaging is a challenge.

While many international projects are putting money into developing apps to help with Ebola, many of the people affected are unable to access these. Responding to the crisis depends on understanding what communications technology is available, how it is used and by whom, and developing warning and informing messages that can be disseminated over appropriate technology, such as via murals painted on walls and the video clubs that are popular in many villages. This will have a much stronger impact than focussing on platforms such as Twitter and Facebook, as a medium for spreading messages.

For those that do have mobile phones, texting is prominent, as Jennifer pointed out that the majority of phones in these areas were not the Smart Phones now common in the West, but old style mobiles. In these countries platforms such as Twitter, Facebook or Reddit are irrelevant.

Internet penetration was even less, with only a very small proportion of the population – usually the more wealthy sections – having access to the Web, as the figures below demonstrate.

Interestingly, those African countries that had a higher uptake of the internet – such as Nigeria (38 per cent) and Senegal (21 per cent) – had been able to contain cases of Ebola before there had been significant spread.

One important lesson from Jennifer's research was that media sources for the public in these countries had not changed because of Ebola. What was found was that people do not change their technology during a crisis but use the existing communications they usually rely on more often.



CCS goes for SMS

THE Civil Contingencies Secretariat has agreed that location based SMS rather than Cell Broadcasting is the best way forward for mass mobile phone alert systems.

There were three major trials in the UK at the end of 2013, where 35,000 messages were sent to members of the public.

The trials concluded that location based SMS would provide the best optimal approach. The main reasons for this were that:

- the handset configuration issue; many current phones would not receive Cell Broadcast messages if the system were to be implemented this year. Also there is a wide variance in terms of how messages are displayed on those handsets that actually are capable of receiving them.
- Cell Broadcast allows messages of 93 characters, as opposed to 160 for SMS.
- With Cell Broadcast, there is no capacity to store and pass messages on whereas this is possible for SMS.
- SMS provides performance data so responders would be able to tell how many messages had been sent out, how many had been received and how many had failed. This would not be possible with Cell Broadcast.

This has been backed up by experiences internationally. In Australia during bushfires, use of location based SMS showed a 95 per cent success rate, whereas the Cell Broadcast system used in the Netherlands – where it has been in operation for two years – was still only showing a 30 per cent success rate for delivering messages.

Work on the project is still ongoing and the next stage of moving to the activation of the system in the UK would not now probably take place till after the forthcoming general election.

One area of work being tackled was the issue of the tight regulations on 'privacy barriers' – that is, the regulations that protect the public from cold-call advertising. It was being investigated to find a way for public information SMS broadcasts during a crisis to be delivered around the controls.

The project report, containing full detail from the trials has been published on Gov.uk and can be found here:

<https://www.gov.uk/government/publications/mobile-alerting-trials-for-public-emergencies>

Percentage of population	Country	Internet access	Mobile phone ownership
	Guinea	1.6	71
	Sierra Leone	1.7	57
	Liberia	4.6	69

On the 70th anniversary of World War II, **Bob Wade** looks at Britain's sharp learning curve about propaganda

WWII - how we learnt to warn and inform

HITLER understood propaganda. When the Nazis took power in Germany in 1932, Hitler ensured his 'master-propagandist', Joseph Goebbels, received £20 million a year – the equivalent today of £950 million – from the Nazi government's annual budget for his massive internal and international propaganda campaign.

By contrast, the British establishment was still seeped in the Edwardian era, and did not engage in such grubby methods. Thus, only two months before the outbreak of World War II, the Home Secretary – facing criticism that in the public relations war they had been outsmarted at every turn by Goebbels' operation – sniffed that propaganda was merely "this objectionable relic".

With the outbreak of World War II, it was soon seen that the Chamberlain government was not up to the task of 'propaganda'. Firstly, it was clear that the Prime Minister's lacklustre, old Etonian style of delivery was not going to rally the people in this new war.

But if the Prime Minister was lacklustre and uninspiring, the government department set up to counter the Nazi propaganda machine – the Ministry of Information or MOI – was just plain obstructive. The whole philosophy was to revert to censorship and secrecy, as they had done in World War I. But unlike 1914, this was now an era of mass media. Virtually every home had a radio while the 'tabloid' popular print media had arrived, and they were increasingly incensed at not being given the tools by the MOI to combat the propaganda of Goebbels.

Firstly, the MOI was a hopeless bureaucracy. A typical early example was the simple task of whether to make public the news of the return of the Queen from Scotland to London. First the media were given the briefing marked 'Passed by Censor'. Thirty minutes later, the MOI were frantically telephoning news editors to rescind the instruction. Then after another 30 minutes, that order too was countermanded, and editors were told to publish after all.

John Hargreaves, who published a stinging attack on the MOI in March 1940 in his book *Words Win Wars*, grumbled:

"Muddle, muddle, muddle. Editors were driven half silly – you can publish – you can't publish – you can publish... This incredible incompetence happened time and again. Even now the Ministry of Information is a slow motion, muddling machine..."

The leadership of the MOI were not dynamic communicators, skilled in the art of propaganda, public relations or 'spin'. Like most government departments in the Chamberlain era, you obtained such commanding positions based on whether you were the 'right sort'.

This public school farce spilt into the public domain after a spat in the House of Lords in December 1939. Lord Raglan had been put in charge of the Censorship Bureau at the MOI. After ten weeks he resigned, saying the Ministry was overstaffed and that they never did anything. He

said it only needed half the current staff levels to achieve the same output, if all they did was censor everything. The *News Chronicle* on 13 December, 1939, reported Lord Raglan's protest in the House of Lords:

"It would not have mattered so much if the staff had been doing work of national importance. The sort of thing they were doing was to put a stamp, 'Not to be published', on such pictures as Lady Astor playing with her children (laughter) because of the ban on mentioning the names and places to which children had been evacuated."

This caused outrage as it was clear the country's leadership were living in another world. It was not the basis on which Goebbels' propaganda steamroller would be beaten. A famous cartoon by Low at the time showed Goebbels with his multi-million deutschmark loud hailer blasting Nazi propaganda at Britain, and in response stood the 'Colonel Blimp' character forlornly standing with a wind-up gramophone and some leaflets tied to a few balloons.

Equally, the most popular radio comedy show of the time, Tommy Handley's *Its That Man Again!* ridiculed the government with its regular parody of the 'Ministry of Aggravation'.



Matters were not helped when the *Daily Express* discovered the MOI had nine hundred and ninety-nine employees:

"Here was a department staffed with nearly one thousand people...yet the daily output of information issued for publication in British newspapers was so meagre that it could hardly fill one typed foolscap sheet.

"Clearly, the Ministry of Information has no conception of its work as a modern war-weapon. Its whole job is to stop information and gag almost every form of effective propaganda. Its entire propaganda vocabulary consists of one word – 'hush'."

What information did eventually emanate from the MOI was pretty dire. Cecil B King, director at the *Daily Mirror* and *Sunday Pictorial*, complained about the latest poster being put up on billboards:

"...the wording is deplorable. 'Your courage, your resolution, your cheerfulness will bring us victory' is just meaningless. In this irreverent age we don't want slogans apparently composed by some retired civil servant in his dotage."

Ironically of course, one such poster – 'Keep Calm and Carry On' – finally achieved popularity 70 years later as a tongue in cheek response to our current global financial crisis.

But the problem in 1939 was more serious than just bureaucracy or incompetence. This complete lack of information gave the advantage to the Nazis. They were speaking, Britain was silent, tied in knots by secrecy. In one example, the British government released details that one of its submarines had had the German liner *Bremen* within its sights but was 'precluded by the rules of sea warfare' from torpedoing it. And then said absolutely nothing more. But the Nazis issued their counter-statement, saying that

the only reason why the submarine did not attack, was because it was chased off by German aircraft. Despite repeated requests from the media for a response, the British government said nothing. As the *News Chronicle* complained on 13 December 1939, "Admiral Hush would not talk. Lord Haw-Haw did."

John Hargreaves joined the fray about the incident, giving one of the first explanations of why no-one should ever say 'No comment' to the media:

"Your very silence shows that you agree. No? – then you must break your silence and reply. You will not? – then it is clear (to the multitude) that you cannot. Your case goes by default. Not so? You have a good case, but do not choose to state it? That is as useful as though your case were so bad you dare not."

Equally for the newspapers, with no hard news or rebuttals forthcoming from the MOI, they would turn to the communiques from Nazi Germany. Yes, they would criticise and question them, but could not demolish them outright because of the lack of hard facts available from the British government. Or they would fill space with meaningless demagoguery, similar to the celebrity obsessed, downmarket media of today. Hargreaves groaned:

"Why do newspapers fill up with this kind of rubbish? Because the British Press Censorship has clamped down on the news. Editors have to fill their newspapers with something, and if the news is blue pencilled there is only one thing left – 'Get on the phone to Professor Knowall and ask him what he thinks about the colour of Hitler's eyes.'"

Hargreaves went on to make the case for communications professionals to take over, rather than the 'old boys' public school network that was currently running the MOI shop:

"To state a case clearly is just about the most difficult thing anyone can attempt. To make it, at the same time, interesting, arresting, intriguing, is still more difficult. To expect lawyers and lawyer-politicians, entangled in legal jargon, stale phrases, routine rigmarole, and all the piled up rubbish of their emotional and mental conditioning, to be able to counter-blast and burn up the skilled word-hooliganism of a Goebbels, is to expect a pool of thick mud to spout a jet of flame!"

Then came Britain's wake up call with the Blitzkrieg in 1940. Churchill replaced Chamberlain, and now with the Germans just the other side of the Channel, the mounting criticism of the MOI was acted upon. The sea-change could be seen with the dropping of a half-hearted and condescending campaign called 'Join Britain's Silent Column', in which the public were urged to join *"...the great body of sensible men and women who have pledged themselves not to talk rumour and gossip and to stop others doing it."*

This demonstrated the MOI's original communications 'strategy' – 'we're not saying anything, so nor should you.' Yet people were rumour-mongering precisely because no one was telling them what was going on. With Churchill's arrival in 1940, all this changed.

The MOI upped its game and a more coherent communications strategy emerged. Angus Calder, author of *The People's War*, writes:



Bob Wade is a member of the National Steering Committee for Warning and Informing the Public

"The Ministry of Information, and government departments in general, had three broad methods of imposing their ideas on the public through the mass media. One was to suppress news and views which should not be known. A second was to release, or invent, news which should be known. A third was to give writers special facilities to report what was happening, on paper or on screen, with concomitant restrictions on the liberty both of the chosen few, and of those who were not given special privileges."

This opening up also released the MOI from the stifling dead-hand of the old order, and allowed in more radical communicators who were more adept at connecting with the

public and could speak their language. MOI pamphlets and Crown Film Unit documentaries became more digestible and now struck a chord with ordinary people. Instead of the haughty exhalations on billboards and posters, the messages became core and compact, sharp and to the point – e.g. 'Careless Talk Costs Lives', or 'Dig for Victory' etc.

The future corner stone of modern public relations – the 'Case Study' – came into being. Instead of the government just barking 'we're all in it together', press releases and newsreels now gave proof of this, such as stories of the retired Colonel now working in the stores or the Opera singer now an industrial inspector, now all 'doing their bit'.

'Admiral Hush' departed and the government began working with the media, not against it. War correspondents were embedded throughout all theatres of war, with permission to roam freely – indeed, over 50 British war correspondents were killed in action.

Rather than military operations being shrouded in secrecy under the excuse that it was too dangerous or too difficult operationally to facilitate, the 'pooled resource' was introduced. For example, the *Daily Herald* correspondent covered the Dieppe landings for all of Fleet Street.

It wasn't just the new found trust in the media that improved relations; as the war progressed, newspapers became increasingly reliant on the government for support. The media lost over 9,000 journalists to the war effort, three quarters of whom were photographers, now much needed for reconnaissance and intelligence work, leaving many news rooms being run, according to Calder, by "...aging men, invalids and teenagers."

Advertising revenue collapsed too. There was not much point companies wasting money on advertising when rationing had people queuing all day to buy their products.

The Government stepped in, and by 1942, Government departments were spending £200,000 a month buying advertising space for their propaganda and information campaigns. With this sort of financial life-line, needless to say newspaper editors began to complain less.

The foundations of mass communications were laid in World War II, and became the basics of modern PR in the new consumer hungry post-war society.

But more importantly, it demonstrated that warning and informing was far more valuable than simply whispering 'hush'.



■ After the Blitzkrieg, the Ministry of Information upped its game. Gone were the lamentations of 'retired Civil Servants in their dotage' (see left), to be replaced by core and compact messages (above right) by dynamic young communicators

Tom Bennett, a Senior Resilience Officer and Fellow of the EPS, looks at the key goals an emergency planner should aim for

Emergency planning etiquette

SO what does it take to be an emergency planner? Being an Emergency Planner is a vocation, not just a job. If Emergency Planning is just a job to you, you won't have the passion for it.

Be passionate about Emergency Planning.

Not everyone is passionate about emergency planning! Being passionate makes the vocation a pleasure and your presentations, meetings and negotiations will benefit from convincing other colleagues to put effort and resources into preparing, practicing, training and exercising.

Be professional.

Emergency planning is a profession and you as an emergency planner you represent your profession. By being professional you gain respect.

Your reason for being an Emergency Planner is to prevent an incident as far as possible and to lessen the impact on those affected. And you must always:

- Always consider the humanitarian aspect ●.
- Get to know the value of the voluntary sector and volunteers. Nurture relationships with them.
- If there is an incident in your area or nearby make sure you turn up. The best experience can only be gained in a real incident.
- Listen to survivors, responders and relatives of those who are injured or killed. Relatives and survivors are the best speakers at conferences.
- Know the Civil Contingencies Act and enhancements

Study the fields of emergency planning/crisis management/business continuity management and become an expert. Immerse yourself in the subject. Apply academia to the practical world.

Promote your work and raise the profile of your emergency planning team within your own organisation and on a wider scale.

Keep abreast of national guidance. Use governmental guidance only if it is suitable to your area.

Copy and understand other people's work if it is applicable to your area. And give credit where it is due.

Share your ideas and learning openly with others. Keep your presenting skills fresh.

Network. Work hard but don't be too serious when there is no incident.

Train other staff to their role and then involve them in an exercise. Make your exercises realistic and challenging, but have fun- it's not real.

'On the job'

- During an incident keep calm and think straight. Avoid burn out. Head of FEMA Michael Brown, during the aftermath of Hurricane Katrina, openly admits to 'burn out' and talking gibberish after hours and hours with no sleep.
- Explain the acronyms, for there are many.
- Keep it simple.
- Keep learning, even when you are an expert. Listen to other emergency planning experts and crisis managers.
- Get to know the capabilities of your organisation and those of the voluntary sector.



Just a thought...

IN a new series, Resilience is asking you for any innovative or quirky techniques you have used to liven up events, whether exercises, presentations, training or actual events.

To get the ball rolling, the Editor recalls Exercise Leopold, a multi-agency exercise in the West Midlands a few years ago:

EXERCISES can be very intense, so a bit of light relief does not go amiss.

For Exercise Leopold, scenarios were 'story-boarded' with media injects, for both TV, print and radio.

For the radio injects, we replicated the local radio station which was giving 'live' accounts of the unfolding scenario. For realism, we included not just news reports but travel and weather too (which were pertinent to the exercise).

But to be realistic, shouldn't there be music too? We had a few qualms about 'royalties' etc but then we remembered we weren't really broadcasting – as the exercise was being held in a vast sports hall which could accommodate the 200 plus exercise players, it

would be no different from a DJ playing his stuff at a wedding or some such.

So now the fun part – which tunes should we choose? Here was our 'Top Five' that faded into the scenario laden news reports:

- *Bad Moon Rising*, by Creedence Clearwater Revival (the anthem of emergency planners everywhere).
- *Fire Brigade*, by The Move (obviously)
- *Boom-bang-a-bang*, by Lulu (it was a terrorist bomb scenario)
- *999 Emergency*, by Motorhead (well we like our heavy metal in the Midlands)

Endex was marked by a special dedication for the Exercise Controller – Monty Python's *Always look on the bright side of life*, which had them all whistling along. And after an intensive day, a good relief valve before the hot debrief.

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Ian Cameron gets the 'professional and personal' grilling

p & p

What has been your general career path?

Broadcasting – joined the BBC on Studio Manager graduate trainee scheme working on drama, light entertainment, music, news & current affairs before specialising in journalism.

How did you get into the emergency planning profession?

Through covering lots of disaster and emergency stories – I have always been impressed by the human spirit that prevails – both the victims and the emergency responders.

Was there any particular incident that propelled you into emergency planning?

The Boscastle Flood was influential – I made a film showing how the BBC helps people and communities Connect in a Crisis – that film led to a commission to make a DVD about the Civil Contingences Act.

Can you point to any qualifications, organisations or resources that have been the most helpful to your professional development?

My Master's Degree in Civil Protection – I thought I knew all about emergencies because of the huge number of stories I'd covered at the BBC – but the modules on Risk Management, Business Continuity, Emergency Planning and Project Management taught me to search for the 'unknown unknowns'.

What do you think is the most important personal trait an emergency planner should have?

Flexibility – adapting to a rapidly changing situation rather than waiting to get all the information for a tick-box template which will be out of date by the time you get it.

Within emergency planning, which area of work interests you the most?

Risk Management because as an International Media & Communications consultant it helps me analyse why some people act on warning and informing advice and why others will choose to ignore the same advice and that process leads to more effective communication techniques.

What has been the best moment of your emergency planning career?

Giving a presentation to the Emergency Management and Public Affairs group in Australia. I learnt so much about social media and the Australian 'can-do' attitude was so positive and uplifting.

And the worst?

Not sure if I would choose the word 'worst' because as a journalist I tended to park my emotional judgement so could be objective: as stated, I have always been impressed by human resilience – so even when I was at Ground Zero, two weeks after 9/11 and the crews would stop work because they had found another body, it was sad to realise that all that was left of someone's son or daughter, father or mother was a ring or a dog-tag by which they could be identified – but at the same time it was uplifting to see the lengths people would go to in order to retrieve those items which meant so much to the bereaved relatives.

What is the biggest current challenge facing emergency planning?

Apathy – It's always been a difficult job persuading those who control the purse strings to invest in preventing a potential emergency when there are so many immediate problems which are staring them in the face – but it's even harder now with so many cutbacks. The challenge is to come up with new methods to influence those at the top and new methods to reach the audience – to share ideas for good initiatives, especially educating

schoolchildren because emergency planning is a life-skill that they will carry right throughout their life and we'll all need their support in future.

And for the EPS?

Expanding and recruiting new members, developing new partnerships with other Emergency Planning bodies while at the same time ensuring that the Society is relevant to its members.

Now to the personal. When you were a child, what job did you want to do when you grew up?
Detective.

When you were at school what jobs did your mum and dad do?

Dad was an electrical engineer at Elstree Film Studios (where they made the Saint and now make Eastenders & Holby City) before becoming Head of Electrical Engineering at Tyne Tees Television in Newcastle. Mum didn't go out to work.

What song reminds you of the school disco?

Didn't have discos at my school – but the song would be Lindisfarne's – Fog on the Tyne – because I used to roadie for Lindisfarne at other school's discos when they were still called Down Town Faction.

What's your favourite holiday destination?

Lord Howe Island, Australia.

Favourite meal?

Good BBQ because it's great way to spend quality time with friends and family

Favourite film?

Spy Game with Robert Redford & Brad Pitt.

What annoys you?

IT that doesn't work.

What's your most prized personal possession?

My car – because it's my personal space where I can play music really loud

What song was going through your head this morning when you got up?

One Republic – Love Runs Out

Who makes you laugh?

My wife – because she laughs at all my mistakes.



■ Ian during his 1975 Studio Manager's course. One of his first jobs at the BBC was to be the voice of 'Morph'. Honest.

The Emergency Planning Society

Contact

The Hawkhill
Easingwold
York

YO61 3EG

Email: info@the-eps.org

Tel: 01347 821972

Account enquiries

Email:

accounts@the-eps.org

www.the-eps.org

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PLANNING SOCIETY

