

RESILIENCE

The magazine of the Emergency Planning Society

May 2013



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

20 YEARS
RESILIENCE
PAST. PRESENT. FUTURE
1993 - 2013



Helen Hinds
Chair



Sam Mendez
Head of Content

IT'S been another busy few months since the last edition of *Resilience* both within the Society and the wider EP community. We held our EGM and study day in March, unfortunately we weren't quorate so we couldn't hold any votes but the quality of the discussions was excellent and the Directors were given lots of feedback that we hope to take to the AGM in September.

We were also able to hold the EGM via webinar for the first time, which presented me some challenges as Chair but was well received by colleagues.

We had some brilliant speakers on the day and I'm hoping some of them will be hosting webinars for us during the year, so watch out for more information.

I'm pleased to say we welcomed three new members to the Board: David Cloake as Finance Director, Nick Reeves, Assistant Finance Director, and Simon Creed will take on Events and Marketing.

We held our first board meeting on April 18 and we were given an update from David which set out the current situation with finances which resulted in the message I sent round to all members about the need to do an in-depth review of our accounts so we can have more accurate forecasts for the future. The Board wants to take the opportunity to review the way the Society does business so we can build a strong foundation for the future. We are looking at how we can change the way we work and possibility develop stronger links with other like-minded organisations. As we've been doing this I have been reminded by the people we've spoken to how important the Society is and the weight our brand still carries.

We must not lose this legacy but we need to learn lessons now to make sure the Society is still able to influence for the next 20 years, which fits nicely with our ongoing theme of Past, Present and Future in this, our 20th year!

THE EPS celebrates its 20th anniversary this year, and to commemorate the event we are hoping to put together a series of interviews and photographs looking back over the past 20 years. The theme - Past, Present and Future. We would like to hear from members who have a story to share. How do you feel the world of resilience and emergency planning has changed over the years? Where do you see it in the future? Are there any incidents you've worked on that will forever stay with you? Are you a student about to embark on a career within the field? And what are your aspirations? I am hoping to speak to a number of 'early' members as well as students and members who have something to share.

Our aim is to carry the Past, Present and Future theme through to this year's conference and we hope to display articles, photos and memorabilia at the event, as well as in an online series.

The first in the series is featured in this issue of *Resilience* and is an interview with 'early' member Peter Streets, who has recently retired. If you would like to contribute please e-mail your stories and photos over to me on media@the-eps.org or by post to The EPS, the Media Centre, Culverhouse Cross, Cardiff CF5 6XJ. Alternatively please call me and we can chat through ideas.

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*Front page image courtesy of:
EUROCOPTERS*

Introducing three new Directors



David Cloake is the Head of Emergency Management & Advisory Services at CRUK and has worked in the field of emergency planning since 1998, entering into the profession following spells in engineering, broadcasting and facilities management. As well as a seasoned business and senior manager, David is an experienced emergency responder, dealing with a number of diverse emergency situations as a supporting figure or in a management role at all levels of the command chain. 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. He said: "I am looking forward to undertaking the duties of Finance Director and hope to bring my experience as a seasoned budget manager to good use. My first priority is to understand our financial position and ensure the way we present our financial information is clear and easily understood by all. I am also keen to work as a proactive, visible Board member."



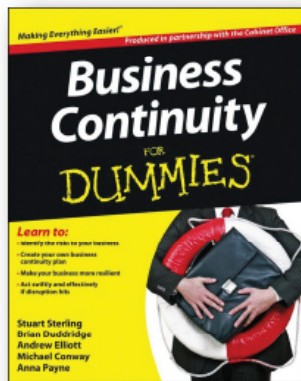
Nick Reeves has been a member of the Emergency Planning Society since 2003 and is a member of the Southern Branch. He founded, and has led, his management training consultancy Chilton Associates Ltd, since 2004. He consults on organisational, team, personal learning and development and diversity, and focuses on helping people to develop the skills and abilities of good leadership and communication at the executive level. Speaking of his hopes for the EPS, Nick said: "I am reminded of the saying, 'History is important, for it is how we have got to where we are today...but it is the future we can influence...' for that is how, as a new member of the Board, I intend to make my contribution on behalf of all members. I, and I am sure, other newly appointed members of the Board, will bring their commitment and efforts to the table...all I sincerely ask is you join in and contribute when and where you can! I look forward to serving members and the Society and meeting as many of you as possible."



Simon Creed has been a member of the Society since his retirement from the police force in 2003, when he joined Bristol City Council. Before that, Simon served as a police officer with the Avon and Somerset constabulary for 30 years, and retired with the rank of Inspector. Five years after joining the EPS Simon became the South West Branch Secretary, and in 2010 was elected as Chair. In 2012 he obtained Fellowship membership status. During his time as branch Chair, Simon has tried to ensure the Society is of value, professionally and economically, through delivering events, sponsoring a survey to understand members' views, encouraging and supporting professional development through CPD and membership advancement. Simon believes he will bring to the Board, a practitioner's experience and academic view of emergency planning, an understanding of members' core values and requirements, programme and project management, plus personal values of commitment and endeavour.

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

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



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The Emergency Planning Society, in partnership with the Cabinet Office and the Business Continuity Institute, has worked to produce *Business Continuity for Dummies*, an essential survival guide for small and medium sized enterprises (SMEs). The guide acknowledges that smaller businesses just do not have the money, time and resources to prepare for disruptions, yet the cost of dealing with them when they do arise can be significant. It provides simple, and for the most part inexpensive, how-to measures to deal with difficulties ranging from being let down by one of your key suppliers all the way through to major disruptions caused by challenges such as flooding, severe weather and a pandemic influenza outbreak. The guide came out of the Emergency Planning Society's Business Continuity Professional Working Group (PWG) as part of the EPS' contribution to the profession. All their hard work was done voluntarily and the book – which is available to buy through the EPS Head Office – is the result of their efforts. The guide outlines simple, practical, and low cost steps that companies can take to make sure they stand up to disruptions.

YOUR PWGS AND THEIR CHAIRS

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



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Three decades of emergency planning

To celebrate the EPS' 20th anniversary this month we will be running a series of articles and photographs both online and in Resilience. We hope to continue the theme - Past, Present and Future - through to this year's conference. The first in the series is an interview with recently retired Emergency Planning Manager Peter Streets, who has been a member of the Society since 1985...



EMERGENCY planning wasn't a field Peter Streets had planned on spending 30 years of his life in, but departmental changes back in the 80s saw Peter move from his role in Trading Standards and into the world of emergency planning. When West Midlands Fire Service took over Peter's role at West Midlands County Council, in 1985, Peter feared he may be out of work at the age of 30. He successfully applied for the role of emergency planning officer at the Council and has remained in the field ever since.

But planning now compared to 20 years ago has significantly changed, said Peter, who, back then, was planning for a potential war with Russia.

"We did a lot more war planning back then," said the 59-year-old. "We were concerned Russia was going to drop a nuclear bomb in the UK; we were planning for survival and recovery. It was thinking about picking up the pieces. The Cold War was still ongoing in 1985."

Thankfully, planners' fears of a nuclear attack never materialised, but it wasn't long before Peter and his team were focussing on the next disaster. Peter, who lives in Birmingham, has been involved with a number

of high-profile cases: the Bradford City stadium fire in '85 and Hillsborough Disaster in 1989, train crashes in the late 90s, the 'Millennium Bug' in '99, the Foot and Mouth outbreak in 2001 and the 2002 fire strike, to name a few. But one incident that will forever stay with Peter is the Coventry air crash in 1994, which saw a Boeing 737 freighter plane crash into homes, killing the five crew.

"We thought it was going to be another Lockerbie"

"The plane came down just on the border of the county and the five crew were killed; we thought it was going to be another Lockerbie," he said.

"The plane was being used to transport veal calves between Coventry and Holland every day. In the early to mid-90s, because of BSE, there was a ban on transporting beef but a man from Coventry hired two Algerian aircrafts to transport the veal every day. "When the plane came down it took the roof tiles off two council-owned houses."

Peter was at the scene as the advisor to the Chief Executive of Coventry City Council. Three families were evacuated after the crash, but a major concern for the planners was the fuel leaking

from the Boeing.

"We were concerned about the fuel that was seeping into the ground," said Peter, "we had to think about pollution issues with the soil below."

"We also had to set up a press centre as journalists were coming over from as far as Japan. The Japanese couldn't understand why protestors were campaigning against veal being transported 200 miles."

Since 2000, Peter says the job has become more specific. Planners started focussing on the four Cabinet Office areas of concern - flood, flu, fuel and terrorism. Peter says fuel is one of the more emotive subjects, remembering the BP driver strike in 2000 and the queues at petrol stations for people panic-buying fuel after the strike was mentioned on the radio. And now, of course, we are seeing more and more flooding and even more recently - an outbreak of the Measles in South Wales. However, it was the Pandemic Flu in 2009 that sticks in Peter's mind.

"When planning for a pandemic outbreak of flu, we had to plan for one third of the population to be ill or looking after ill children or elderly relatives."

"That model was accepted all over the country. We used



the NHS model as somewhere to start with the planning," he said. "During that outbreak there was a lot of talk about mass graves but that was a lot of media hype."

In 1993 Peter became the emergency planning manager at Coventry City Council, and in 2011 he joined a new team - the Coventry, Solihull and Warwickshire Resilience Team, as co-ordinator.

Peter was the team's deputy manager until March 31 when he hung up his EP hat for retirement. But one constant in the ever-changing world of resilience was the Emergency Planning Society - Peter joined in the early days, before the Society, as it is now known, was

formed through the merger of Emergency Planning Association and the County Emergency Planning Officers' Society, in 1993.

By 1997 Peter was the Honorary Treasurer of the Society, a role he held for eight years. This position saw Peter become very involved with the Society's conferences and learning events, and it is one of the main reasons Peter has remained a member for the past two decades. "I have done a lot of work for the EPS, I helped organise eight conferences and I even helped to set up the head office in Cardiff in 2002," he said. Peter and the then Chief Executive, Debbie Spargo, spent just £6,000

on office equipment and had staff from the PC World store across the road to come in and set up all the PCs, phones and equipment. He said: "Debbie was appointed in the June and by July we had the office set up."

"Before opening in Cardiff there was just one member of staff in an office in London but as the membership grew we had to set up a larger operation." The photo (left) of Peter, who is Vice Chair of the EPS West Midlands branch, is one of his proudest moments. He is pictured with New York Fire Chief Joe Callan, who led the rescue operation at the Twin Towers after the 9/11 terrorist strike.

Peter had invited the Chief as Guest of Honour at the EPS conference in Bournemouth, 2002, and said he will never forget the moment at the end of Chief Callan's presentation.

"Joe said he wouldn't take questions at the end, and would do it the next day," said Peter, "At the end of his presentation he showed photos of the 343 fire fighters lost in the tragedy; you could have heard a pin drop in that room. There was more than 300 delegates there and hardly a dry eye in the room; big men had tears in their eyes, I did too." Now retired for just over a month, Peter said he has no plans for anymore work and fully intends to put his feet up and enjoy retirement. But he is happy to continue supporting the EPS and is currently helping organise this year's conference!

- *If you have a story to tell about your work and the EPS we would love to hear from you. Please call Sam on 0845 600 9587 or e-mail: media@the-eps.org*

HELICOPTER RESCUE

AS EXTREME climate events seem to occur more frequently DR DAVE SLOGGETT explores the role helicopters play in creating resilient responses to major emergencies...

CLIMATE CHANGE IS REAL

Despite the arguments made to the contrary, the view that climate change is happening does seem to be gaining ground. Any look at recent weather patterns around the world gives weight to that view. From Australia, throughout South East Asia, to record numbers of tornados in the United States and very unusual patterns of weather in western Europe, the signs that established weather patterns are changing are increasingly clear. Low levels of summer ice in the Arctic Ocean and an increasing loss of ice in the Antarctic just add weight to the view that climate change is a fact of life, not just a fanciful academic notion. For those involved in creating resilient responses to major events that threaten life and property this provides new challenges. It is axiomatic that emergencies come out of the blue. They are unexpected. While the accuracy of weather forecasting has improved immeasurably in recent years, problems often arise due to the sheer scale of the impact. Emergencies caused by weather-related events not only affect people's homes and livelihoods, they also impact the infrastructure on which the country depends. If roads are flooded and railway embankments are in danger of being swept away, the ability of the emergency services to reach



areas badly affected becomes severely restricted.

In countries such as Bangladesh and the Philippines, helicopters are often used to bring in aid and remove victims.

Sometimes they are also used to save lives. Recent images of helicopters lifting people from the rooftops of the city of Bundaberg, which is located 240 miles to the north of Brisbane in Australia, highlight the utility of such platforms when disaster strikes.

Such was the scale of the inundation that more than 3,000 homes and 300 businesses found themselves under water; more than 3,000 people had to be evacuated to nearby rest centres. With flood waters rapidly surpassing previous record levels, the occupants of nearly 50 cars found themselves washed away by the surging waters. Their subsequent rescue depended

upon the ability of local rescue teams to react quickly to a situation that was changing quickly. This tested the resilience of the response to the limit.

The events in Australia arose from Tropical Cyclone Oswald; this is the latest in a series of major natural disasters to hit the country. In previous weeks forest fires had ravaged many parts of Australia as temperatures soared.

The areas of the Pacific Rim are not alone in being affected by major natural disasters. Few people will forget the images of New Orleans in the immediate aftermath of Hurricane Katrina. In the early, and somewhat chaotic, hours that followed the initial landfall of the hurricane, people depended upon helicopters to deliver emergency aid to communities in the area that had been cut off. It was chaotic as several hundred

helicopters self-mobilised to the area.

One important outcome from the analysis of the response was the procurement of more than 300 helicopters to be deployed across the United States to improve the immediate response capabilities of the emergency services.

Three significant hurricanes struck the States in the first decade of the 21st Century - Hurricane Sandy, which created chaos along the Eastern Seaboard of the US, saw wind speeds recorded at 110 miles per hour and the loss of 253 lives.



Picture (left and above) credit: EUROCOPTER

THE BOSCASTLE 'MIRACLE'

The problems caused by flooding have also occurred in the United Kingdom.

One of the most memorable events occurred in Boscastle, Cornwall, in 2004.

At its peak, 100 tonnes of water was passing through the village every second. The area had a history of past flooding events in 1847, 1957, 1958 and 1963.

In August 2004 the flash flooding that occurred arose after more than 100mm of rain (3.9ins) fell in an hour. This level of precipitation is seen statistically to be a one in 400 year event.

This was clearly an unusual meteorological pattern and it has been suggested, in a television documentary aired by the Discovery Channel, that it was caused by an affect known as 'blocking high'. This is an area of static high pressure and is a phenomenon that can occur anywhere in the world.

Other commentators have suggested another localised orological and coastal effect also contributed to the disaster that is known as the

Brown Willy Effect. This is known to have some links to the high ground on Bodmin moor; the phenomenon is named after a piece of high ground on the moor. While the event in August 2004 did not reach the intensity of the 228.60mm (9ins) recorded in 1952, it nevertheless caused a wall of water 10-feet high to cascade through the town.

As the water raced through the town many people were in imminent danger. Such was the scale of the flooding that attempts to rescue stranded people by boats would have been very dangerous. Rescue by helicopter became essential. In 1952, 34 people died. In 2004 due in no small part to the helicopter evacuation operation not a single life was lost. The operation lasted for nearly 12 hours from mid-afternoon until the early hours of the next day and saw seven helicopters mobilised to rescue more than 150 people. The fact no-one lost their life was dubbed the 'Boscastle

miracle'. Airlifting around 150 people over a 12-hour period gives an approximate rate of 12 people per hour. Allowing around five minutes for each winch operation, this suggests that for quite a significant percentage of the time the helicopters were spending time looking for people at risk that needed rescuing. This is not an unreasonable deduction. In a fast-moving situation where the cloak of chaos quickly descends, few people have any idea where to look for people at risk. It is likely that some of the missions flown by the helicopter crews would have taken off without a specific report of someone's life being in danger. This adds an overhead to the deployed time.

RECENT FLOODING EVENTS

The year 2012 just missed setting new national records for rainfall across the whole of the UK. At local levels, new records were set - the south west of the country was

specifically badly affected. Figures released by the Devon and Somerset Fire and Rescue Services reveal the scale of the problem: in 2010 and 2011 the service was called to 354 and 202 flooding incidents. In 2012 that number quadrupled over the previous year to 882. Rescues from flood-related incidents also grew dramatically. In 2010 and 2011 the service rescued 33 and 26 people from events they attended. In 2012 the figure rose to 225. This is nearly an order of magnitude higher. In past years the Devon and Somerset Fire and Rescue Service had seen call out to flooding incidents at around 1-2% of their total calls. In 2012 that rose to 5% of the total emergency calls reported in the year by the public. In its busiest, period from November 21 to November 24, the service attended 242 calls. On the first day 131 calls were received. This compares to an average figure around 50 calls a day during normal service operations across the two counties. What, however, is perhaps more important is that the events of 2012 are unlikely to be an unusual year.

CREATING RESILIENT RESPONSES

While the data analysed is only a sample of that produced by the Met Office, it does reveal trends supporting the argument that climate change is occurring. This is despite the publication of figures by the Met Office over Christmas that suggests temperatures are not quite following the patterns

expected in contemporary climate change models. For political leaders around the world the issue of the impact of climate change is becoming more visible. This makes it harder to ignore. Instead of conjecture they now have to deal with facts. Even for the diehard naysayers it is hard to argue that climate change is not actually happening. The question for political leaders is *what should they do about it?* At the heart of the answer to that question lies the issue of how resilient their emergency services provisions are in the face of increasing variability in the climate.

For the UK, the scale of the issue is illustrated by the figures released by Devon and Somerset Fire and Rescue Service. Other fire and rescue services will face similar challenges at a time when the Government is demanding new efficiencies and savings under austerity budgets. Recent events have shown how some of the investments made in flood defence systems by the Environment Agency are quickly being shown to be ineffective. The one in 100 year design criteria for flood defence systems is being shown to have weaknesses. The cost of building systems that can withstand one in five year events (a figure recent weather patterns suggests is more accurate) are simply prohibitive. With five million people living in areas prone to flooding in the UK there is surely a case for a similar national review of the arguments how about to provide a resilient response when flooding strikes. With insurers increasingly unwilling to provide cover for

people who live in such areas a new approach is needed. Central Government needs to think in similar terms to the *New Dimensions* programme introduced in the wake of the 9/11 terrorist attacks as it formulates its response to the threat from climate change. If new flood defences are too expensive then in the short term better provision for evacuating and rescuing people needs to be made. For anyone involved in looking at how that should be configured, events in Boscastle are well worth a detailed look. Without helicopter support many people would have lost their lives.



Author Profile:

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

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

STOCKPORT'S MR EMERGENCY PLANNING BOWS OUT...

ONE of the UK's longest serving emergency planning officers has retired. Well known to colleagues in and outside the EPS in both the UK and beyond, Les Jackson FEPS, EPO for Stockport MBC, retired at the end of March 2013. Les joined the world of civil defence and emergency planning in 1985 when, leading to the abolition of Greater Manchester County Council in 1986, he changed profession from road safety - and also a little known, even earlier profession as a Constable with Cheshire Constabulary - to join the brand new Greater Manchester Fire & Civil Defence Authority. In the mid 80s the EP remit was still Cold War Civil Defence-based, with the 'All Hazards Approach' being expounded in NW England, being the only concession the Home Office (then home of Central Government EP) would agree to. In 1985, the Greater Manchester Fire & Civil Defence Authority created an Emergency Planning Unit based in Manchester, moving later to Bury, and through service level agreements with the 10 Metropolitan Borough Councils that make up Greater Manchester, the EPU provided the EP service and seconded staff. Being a Stockport resident, Les was the natural choice as the seconded officer with Stockport MBC but remained an FCDA employee until the Civil Contingencies Act caused the Council to evaluate and review their EP service. To the council Leader,

elected members and officers at Stockport, Les was always considered as 'one of ours', he was always available, always reliable and a safe pair of experienced hands. To take account of changes to the funding regime alongside the introduction of the CCA, an EPU was formed in Stockport and Les was TUPE transferred to Stockport MBC in 1999 where he was the most experienced officer in the EPU. But now, having colleagues to share the burden and never being one to miss a chance, following on from a head-hunting query from The Bailiwick of Jersey in 2008, Les put all his vast experience and energy into a six-month secondment as the island's Head of Emergency Planning before returning to Stockport EPU. He joined the Association of Civil Defence and Emergency Planning Officers in 1985 and remained a keen supporter of its successor body, the Emergency Planning Association. Following the creation of the EPS in 1993, his wealth of experience in EP, response and recovery, his involvement in the running of the NW Branch as Secretary, branch rep and Chairman; and his regular attendances at seminars and conferences, ensured Les became the very



first Fellow of the Society's NW Branch - an accolade he is very proud of. Recent Local Government budget pressures has seen the decimation of many EPUs. As a result, in 2012, Les found himself yet again being the sole EPO and the 'last man standing' in Stockport EPU. So finally, on March 27, he turned off the lights, walked out of his office, and shut the door behind him with 28 years' experience, corporate knowledge, dedication and more than a little fun and games along the way to look back on. Now retirement beckons and Les, or 'El Presidente' as he is known to his closest EP friends, will be looking forward to spending more time with his beloved Lambretta scooters - oh, and his family! The world of Emergency Planning will miss you - happy retirement, Les.

By Nick Willasey, Dave Ward and Ian Notman

EXERCISE HAVEN TRAP

**By Thomas Ferrero,
West Midlands Branch**

EXERCISE Haven Trap was conducted in September 2012 as a collaborative training and assessment exercise run for Dragon LNG (DLNG) in Pembrokeshire by Eddystone Consulting Ltd.

The exercise involved the DLNG response teams working alongside local agencies responding to a notional significant leak of Liquefied Natural Gas (LNG) from within the transfer pipework, situated on the offloading jetty.

DLNG is a LNG process facility which imports and then converts LNG back into natural gas (predominantly methane) which, in turn, is exported to the National Grid network.

DLNG also generates its own power with some of the LNG it holds. LNG is natural gas that has been cooled down to approximately -160°C to become a liquid, reducing its volume by 600 to one. By reducing the volume it becomes viable to transport LNG over long distances via carrier ships.

Natural gas is composed primarily of methane (typically, at least 90%) and is only flammable when mixed with air in concentrations between five and 15%. It is not possible to liquefy methane solely by pressurising it so LNG is kept liquid at -160°C but at atmospheric pressure. As would happen in the case of a real incident a three-tier system responded to the exercise:

- Emergency response at the scene
- Incident management supporting the scene response concerns
- Strategic crisis management team.

During exercise Haven Trap, the responding agencies included the Mid and West Wales Fire and Rescue Service, who responded at the scene, Milford Haven Port Authority (MHPA), who co-ordinated the impact on local shipping, and Svitzer tugs, which provided Maritime support.

EMERGENCY RESPONSE AT THE SCENE

For the Dragon Control room team, exercise Haven Trap was initiated by a radio call reporting three 'casualties' on the jetty. This, in turn, was supported by simulated control panel screen shots of rapidly reducing pressure in the transfer lines and gas alarms being activated in the immediate area of the 'casualties' and afterwards downwind along the offloading jetty. DLNG staff led the emergency response, moving in from their upwind position on the jetty to assess the scene



and if possible to locate the casualties, identify the 'leak' and evaluate the possibility of a rescue.

The FRS scrambled a fast sea-going launch to the underside of the jetty and scaled the jetty from an upwind position.

After making a safe approach and stabilising the 'casualties', the FRS, using harnesses and the jetty's own girders, lowered them to the waiting fast craft and sped them off to 'hospital'. The remaining DLNG staff, unable to return to the shore because of the 'gas cloud' along the jetty, retreated to the gas-proof Jetty Monitoring Building (JMB). The exercise ended at the scene with the Svitzer Marine Tug uploading fire water to the DLNG firewater ring main, resulting in plumes of water hundreds of feet high being pumped over the JMB.

INCIDENT MANAGEMENT

In the control room the DLNG Incident Management Team (IMT) managed the second tier of response - incident management at site-level. Reaching out to local Emergency services, like the MHPA and the FRS, a unified command (Bronze) formed on site. The exercise would test their response to:

- The impact of the 'LNG release', including the immediate area and also the downwind hazard
- Liaison with the FRS regarding the 'casualties'
- Location of all DLNG personnel
- Stopping the leak
- Long term 'gas release' management measures by employing Svitser tugs, under MHPA supervision, to provide additional 'gas cloud knock down water' into the Dragon Fire water ring main pipework.

STRATEGIC CRISIS MANAGEMENT

The last tier of the exercise response comprised members from the DLNG senior management team who form the Crisis Management Team. Once assembled they discussed wider business implications including:

- Additional humanitarian support to 'casualties'
- Stakeholder management and communication with the community
- Commercial impact and liaison with shareholders, including the implications of gas interruption of supply to the National Grid
- Interface with regulators
- Business continuity issues such as continued plant use 'post-incident'

Emergency response, DLNG and FRS staff approach the scene to assess how the 'casualties' can be safely evacuated



and continued supply of service requirements

Dragon representatives, with support staff from Eddystone, also deployed to Silver Command as part of the exercise to share and discuss the larger impact of the 'incident' with the civil agencies. At every level there was consensus that practise of emergency response and crisis management skills leads to a better response in a real situation. While every exercise offers opportunities for improvement (for instance, as a

result of this exercise, DLNG have reviewed their ship-to-jetty connection to expedite the flow of water from the ships to jetty fire fighting equipment), generally communication throughout the response was fast and effective, knowledge of what was happening and what needed to happen was good, and, best of all, all the goals were achieved.

The facilities stood up to the test well and there was a 'can do' and enthusiastic team mentality to the challenges faced. Overall a good result.



Two FRS crew care for the 'casualty' (right) while the remainder prepare the lowering device to evacuate him

CRISIS COMMUNICATIONS: THE FACTS

By Henry Platten

"COMMUNICATIONS are a vital element of successfully resolving a crisis and can prevent wasted resources and time."

This was the key message delivered by Henry Platten, lead trainer from Treble9, during the recent EPS webinar - How to Boost Recovery through Effective Crisis Communications. Speaking to *Resilience* magazine after the webinar, Henry said: "Research has shown there are three key traits all highly effective crisis leaders display – **decisiveness, flexibility and communication.**"

"It is therefore a crucial element of all crisis plans – not just in terms of the process but more so the use of key messages - which can be written and prepared well before an incident.

"The same theoretical approach emergency planners use for impact assessments and crisis plans can be used with regards to communications and deliver strong results.

"By carrying out regular impact assessments on your organisation and either location or sector, you can identify issues which may have an adverse effect on the running of your organisation," he continued.

"For example, when the horsemeat scandal first broke who would have thought it would have an impact on fish? However there are now reports that fish and chip shops are being investigated for misspelling other types of fish as cod.

"The most important thing

with crisis communications is you need to be quick, concise and accurate, especially when it comes to social media.

That's why I completely support findings from the Institute of Public Relations into crisis management, which suggest the most effective organisations have pre-prepared template materials to use in a crisis... including key messages.

"The role of key messages is pivotal in terms of helping to resolve a crisis as it helps to ensure you can reduce the risk of ambiguity, enhance goodwill, galvanise support and increase the chance of the media repeating it.

"you need to be quick, concise and accurate"

"Therefore, once you have carried out the earlier impact assessment you can quickly identify the top five risks to your organisation and then start to think about the key messages you would like to raise for each."

Henry advises writing out your top five risks in template form and leave gaps for key information about the incident. This, he says, all helps save you time when the worst does happen.

He added: "The perils of not using communication in a crisis are great – ranging from further endangering life because people could not understand what you were asking them to do, through to mishandling of the media turning an incident into

a crisis and extending its duration.

"With a strong proactive approach you can harness the power and influence to help you support the rest of our emergency and crisis procedures."

- For more information on EPS webinars visit: www.the-eps.org/webinars



About the author:

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

E-mail: henry@treble9group.com, or call 01244 537304

Are YOU Ready?



By Samantha Justice
South Eastern Branch



"FIND an inventive way of getting these Are You Ready?' booklets out to the public," instructed my manager after receiving some quite shocking budget reduction news. Postal budget gone (not that we used to post much anyway), all areas of our budget so drastically reduced, we are wondering what is going to be cut next...

The Are You Ready? booklets are a public information resource designed by emergency responders across the Thames Valley to help people become more self-prepared in the event of an emergency. The warning and informing sub group of the Thames Valley LRF had worked together to form not only a varied, constructive booklet, but to curb costs through the bulk buy and print options to make the print run far more affordable. We had already sent these out to libraries, schools,

council reception areas, county shows etc, but now, unable to post or deliver by hand, we really were stuck. How on earth do I circulate and publicise these seriously important booklets throughout the entire county explaining the importance of the underlying message if I am unable to distribute the booklets? Then a light bulb moment occurred! *What is the message of the booklet?* To be prepared. *Who is it relevant to?* Everyone... hmmm...community resilience for everyone in the county - that's a rather large target market, even for little me. *How do we get this message across to such a vast, diverse group of people? What is it relevant to/for?* I ran into my manager's office garbling about how we could target everyone with a little house to display the wares and talk people through the message. "Show me an example," he sighed. With what? We

don't have anything! The booklets come in boxes - I have plenty of boxes. A short while later I went back into my manager's office with a dire cardboard version with paper shapes stuck to the front jibbering on about my new brainwave. "Make me a prototype," he mused. I still wonder what was going through his mind that day as I ran around talking about toy houses...

I found one on the internet - a build it yourself job. So I did. With permission, I went AWOL for a few days, painting, gluing and sticking things together in my front room. Eventually, I haul the creation into the office with a big grin "The Prototype," I beamed. "Great. Now refresh my memory, what are you going to do with it?" my manager asked. He approved of the house, but he was right, how was I actually going to get this out to the public with the booklets?

The community message contained in 'The House' was so important to so very many, but how do I get people to see that? I needed help – the scale of this project was so vast, I knew for it to work I could not tread this path alone. My manager researched a few ideas and suggested I apply for The Big Society Fund to see if they were in a position to assist with funding to launch our community resilience and preparedness message.

So, that's what I did.

The application form was very demanding, detailing all aspects of the booklet right through to 'The House', how we intend to roll out the project, where we were going to launch it and how we were going to train people in self preparedness. Presenting to 'The Dragons Den', as they were called, was the toughest presentation I have ever undertaken. When pitching for money, the questions are hard, the ideas dissected and the concept of launch looked into with a fine tooth comb, and rightly so, money can only be apportioned where appropriate and where it will most benefit the wider community.

I had five slides, handouts and my prototype house to persuade the panel my project was worthy. It really was a tense half hour explaining how monies would be spent and monitored.

The next day, I received word that we had indeed been awarded funding! Phew!

A big sigh of relief as I felt I could wind down and breathe again but no chance! The spec for funding came through at end of September with the objectives put forward, they had to be met by Christmas! Argh!



Aside from re-vamping 'The House' and its base, I had to make a second identical house as a backup. I also had to set myself the task of undertaking various public pilots, launching the house internally, externally, make two internal explanatory videos, and a professional, public-facing training video to run in tandem with the public roadshows, and, and, and breathe!

After much help from colleagues in my team and around the council, we managed to make the two internal films, one based in our emergency operations centre with a live exercise in operation in the background. An internal video about 'The House' was filmed and launched. In addition to this, I worked closely with our communication and in-house design teams to create and arrange mobile pull-up displays and banners for the houses, internal and external press work, staff notification and team rotas for working with the house out in the public arena.

Following a couple of well received pilot events, I managed to hire a shop in

the main shopping centre for a nominal fee to launch 'The House...Are YOU Ready?' to the public directly, but a whole shop would make our toy house look very insignificant, we needed more emphasis on the underlying message. I contacted various emergency responders to see if they were free/happy to attend alongside.

Partners from other services and organisations with cross – cutting messages, all supportive of the community resilience idea, agreed to join us at relatively short notice. Several floor plans and a huge pile of paperwork later, the shop was agreed a week before the due date.

Success was measured through footfall by each agency in attendance, by the number of persons spoken to, booklets given out (and requested!), feedback received, and the number of home fire safety checks requested by our Fire and Rescue Service.

As if this wasn't enough, I started working with Cliff Productions, a local corporate film company in relation to making a short training video in support of the house, dem-

onstrating how to be prepare for almost every eventuality. Then the clanger - plan A and plan B had fallen through. We needed another home to film in, there was no budget left to hire anywhere; my neighbours' house sale had completed so filming there wasn't an option any longer. The only place left was mine, "But I've got a cement mixer in the front room!" I cried. The lower level of my house was in the middle of renovation work. How ever would this be ready in time? As if this wasn't enough, we had some large flood incidents to deal with through the twee hours of the night, running for several days. In between that, auditions to hold for the training video, rehearsals and dress rehearsals and I've yet to source extras for filming; was there any time for sleep? My day times consisted of running around with 'The House', taking forward bookings for events and discussing roadshows for next year with interested parties. Designing staff rotas, painting, prop sourcing and script work (and incident response of course). My evenings consisted of scrabbling around for food while armed with a paint brush in one hand and a broom in the other. Weekends meant clearing rubble, scrubbing windows, borrowing props from friends, family and colleagues, while wondering what had happened to the past two months, they seem to have vanished somewhere, and OMG Christmas! I've yet to buy presents! Where is my iron? I'm running out of clothes, I cant get to the washing machine. All of my furniture and belongings are packed away

in the back bedroom. I've yet to find lampshades and curtains for the film set and I cannot find any blackout blinds. Still, at least I know where the cats are! My home, work and life skills are all becoming seriously resilient now, and, oh yes! I still have my day job to do! HELP! The underlying message of 'self-preparedness' in the booklets was transferred through the use of 'The House', both internally and externally. The real test was launching 'The House...Are YOU Ready?' to the public in the shop we hired. All partners that came onboard felt the messages being put forward about community resilience were well received by the public.

Some of our partners have asked if they can participate if we go down this road again. Our in-house filming went really well.

Externally, we were blessed with an ultra professional film director who was as creative and as approachable as a person can be.

The cast and crew who came together to bring the training video to life were fantastic. You see, I didn't want just an ordinary training video,

I wanted something with that bit extra. We utilised local actors and various local people for extras (some staff joined in too!)

The filming, which took place just before Christmas, made the local paper within a week. In the end, all of the hard work and preparation came together. I'm still not entirely sure how, and I'm convinced I've missed something somewhere, but I do know this - without the support and continued assistance of my friends, colleagues and partners in the world of emergency responders, none of this would have happened. If they had not had total faith in me and what I was aiming to achieve, I could not have accomplished any of this in any way, shape or form. Even better, to date, the roll out of 'The House...Are YOU Ready?' has been a huge success. We are now preparing for the roll out of the launch of our training video and our roadshows in the summer..

To all of those who have worked on this project - I dedicate 'The House... are YOU Ready?' and its legacy to you all. *Thank you!*



GLOBAL RISKS AND THE ART OF FUTUROLOGY

By Jim Preen, jim.preen@crisis-solutions.com

READING the 2013 World Economic Forum's Global Risks report is not for the faint-hearted. Mankind is clearly teetering on the brink of any number of interconnected disasters; it contains many interesting findings. Whether they turn out to be accurate or not remains to be seen, nevertheless it's an interesting snapshot of where, we in the West, think we are in 2013. But first a cautionary note: the report, though a global risk assessment, often comes close to the tarnished art (it certainly can't be a science) of futurology. History is, of course, littered with predictions by futurologists who got it spectacularly wrong. It's an awkward question, but is risk assessment valid or are we just gazing at a crystal ball?

Highlights

The report's findings are based on a survey of more than 1,000 experts from industry, academia, Government and civil society; they were asked to review a selection of 50 global risks. The great and good identified the following as the top five risks most likely to manifest themselves over the next 10 years:

- Severe income disparity
- Chronic fiscal imbalances
- Rising greenhouse gas emissions
- Water supply crises
- Mismanagement of population ageing

Now here's the top five list of those most likely to happen that would have the greatest impact:

- Major systemic financial failure
- Water supply crises
- Chronic fiscal imbalances
- Food shortage crises
- Diffusion of weapons of mass destruction

So I think this means while we may worry about Kim Jong-un in North Korea and others like him who have ready access to nukes, it's actually bankers who still have quite a bit to fix and we should be more concerned about how they set about this than men in Pyongyang with strange haircuts. Reflecting these findings, the report cites three risk cases: testing economic and environmental resilience, digital wildfires in a hyperconnected world and the dangers of hubris on human health.

Testing Economic and Environmental Resilience

Here the report tries to bind together two rather unlikely bedfellows: the world financial crisis and ecological concerns. 'The narrative emerging from the survey is clear: like a super storm, two major systems are on a collision course. The resulting interplay between stresses on the economic and environmental systems will present unprecedented challenges to global and national resilience'. It may be unfair but it looks

like the decision to jam these two together has more to do with them being two of the top perceived risks rather than being interdependent. Far more of this section is given over to climate change issues. The report uses familiar tropes when dealing with the ongoing financial crisis: 'The global economic situation remains fragile. The International Monetary Fund projects slow growth in the advanced economies, an annual rate of between 1.3% and 2.6% between 2012 and 2017. Combined with fiscal fragility, this will continue to strain Government spending.'

Digital Wildfires in a Hyperconnected World

This section takes as its starting point Orson Welles' famous 1938 radio broadcast distilled from HG Wells' *War of the Worlds*. Thousands of Americans contacted police and jammed the roads in an effort to escape a supposed martian attack. Welles said people who tried this stunt in other countries were sent to jail, he was sent to Hollywood. In many ways that broadcast predicted the viral spread of misinformation now seen on the internet and, in particular, social media sites.

As Hurricane Sandy battered New York in October 2012, an anonymous Twitter user tweeted that the New York Stock Exchange trading floor was flooded by three feet of water. Other Twitter users

quickly corrected the false rumour, though not before it was reported on CNN. Executives interviewed by Forbes and Deloitte for the report unsurprisingly placed social media among the greatest risks their corporations face.

The Dangers of Hubris on Human Health

This section looks at the health challenges that face mankind. Particularly the belief that in the near future effective antibiotics will no longer be available. Dr Margaret Chan, Director-General of The World Health Organisation, makes the alarming point: "A post-antibiotic era means, in effect, an end to modern medicine as we know it. Things as common as strep throat or a child's scratched knee could once again kill".

Futurology?

But what of the caveat entered early on? Is the report risk assessment or futurology? Is there any meaningful distinction between the two? No doubt some of the experts consulted were the same experts who failed to predict the financial crash which, as we've seen, remains the report's number one risk. The experts connected with the World Economic Forum might do well to take a look at Dan Gardner's *Future Babble*. He starts by looking at the famous study conducted by Philip Tetlock, an American psychologist, who asked 284 experts to look at the probability of future events. Over 20 years they made a total of 82,361 predictions in answers to questions such as: would there be a non-violent end to apartheid in South Africa?

Would Gorbachev be ousted in a coup? Would the US go to war in the Persian Gulf? Tetlock divided the questions into three possible outcomes: the continuance of the status quo, the likelihood there would be more of something (political freedom, economic growth), or less of something (repression, recession). The experts did not do well, in fact they did worse than just assigning an equal probability to all three outcomes. The author claimed "dart-throwing monkeys would have done better". But the interesting question Gardner goes on to ask is why do we continue asking and believing in expert predictions? He says it's because we can't bear uncertainty. When we are surrounded by so many potential disasters it's the human condition to demand answers – even wrong answers.

So What?

So what does all this mean for those involved in resilience planning and risk mitigation? At the very least it calls for a flexible response, a tested plan and a willingness to roll with the punches. Another more theoretical answer is not to allow what others think to cloud your thinking. Remember, a failure of imagination is often invoked as a reason why the intelligence agencies failed to prevent the 9/11 attacks. Now of course those in the risk business would go out of business if risk went away, so it's perhaps unsurprising that most of the graphs in the report suggest the world is getting more dangerous. Perhaps risk assessment is akin to a text message from a neurotic mother to her son: 'Start worrying - details to follow'.

Bringing Space down to Earth

The report indicates that lack of awareness of the importance of satellites is the reason why this risk ranks at the bottom of the risk landscape. It sets out how important they are to our daily lives:

- The daily operations of telephony and internet networks, financial markets, the banking industry, data centres and energy networks all rely on precise timing information conveyed by satellite.
- The €300billion global television industry would not be possible without satellites, nor would accurate weather predictions, estimated to equal €60billion in socio-economic benefits a year in the EU alone.
- Rescuers in emergency situations depend on satellites for communication, when mobile networks are overloaded. Peacekeeping and military missions also rely on secure satellite communications.

Experts believe satellites are at risk on three fronts:

- They might be targeted in a conflict between states
- Battered by a strong geomagnetic storm
- Collide with space debris

The report makes clear these are low-likelihood, but high-impact risks.

This is the first part of a Research Digest featuring the work of a selection of Politics, Sociology and Law students. It contains summaries of recent emergency and disaster related research. If any students wish to provide feedback or suggest articles for them to Jeffrey Goatcher, Research Digest; we are always very happy to do so.

Not quite one of the boys

Dodge, M., Valcore, L., & Gomez, F. (2011) 'Women on SWAT teams: separate but equal?' *Policing: An International Journal of Police Strategies & Management*. 34(4); pp. 699 - 712

A new study by Dodge, Valcore, & Gomez looked into male and female officers' perspectives concerning women participating on special weapons and tactical teams (SWAT). They also explored differences in opinions on women's ability to gain entrance and perform in a traditionally male-dominated subculture. From a survey of 117 male officers and 85 female officers (total of seven SWAT teams: two full-time, five part-time) the researchers found that, while male officers were broadly accepting of women's recruitment into SWAT teams, under the surface respondents were more likely to indicate female officers would find SWAT requirements beyond their reach.

Male and female officers' perspectives differed on items related to performance, and that men were more likely to indicate that female officers are less likely to use force. There was also an emphasis on women's ability to perform better in negotiation and interpersonal skills.

The researchers cite qualitative anecdotal evidence that this can lead to women leaving the team disappointed at their stereotypical and excluding treatment. Overall this research focused not just on the reasons why women were less likely to gain entrance on SWAT teams but also why women found it hard to gain acceptance once on the team. **Rosemary Ash**

Unreasonably 'greedy' for total commitment?

Peterson, A., Uhnoo, S. (2012) *Trials of loyalty: Ethnic minority police officers as 'outsiders' within a greedy institution*. *European Journal of Criminology*. 9(4): 354-369.

Peterson and Uhnoo used semi-structured interviews with a sample of five women and eight men to ask how structural mechanisms of the Swedish police organisation, and especially police culture, are able to harness 'total commitment' of ethnic minority police officers. Although the sample size is relatively small, it reflects both the number of ethnic minority police officers and the overall ethnic minority population in Sweden.

All officers are vetted and forced to stop any relationships with those outside the force who may be seen as a 'client' i.e. those who take part in criminal activity. The authors found ethnic minority officers are continually tested by their colleagues regarding their commitment and loyalty on this issue. Implicitly they were seen as being untrustworthy and disloyal. The paper provides a useful insight into the different ways loyalty is established and maintained in a multi-level organisation and how organisational culture - 'greedy' demands for total commitment and the exclusive loyalty - affects ethnic minority officers through exclusion and inclusion. These insights are applicable to all first responder and emergency management professions. **Arnika Bhupal**

Suicide prevention in emergency services

Mishara, B.L., & Martin, N. (2012) 'Effects of a comprehensive police suicide prevention program.' *Crisis*. 33(3): pp162-8.

Mishara and Martin conducted a longitudinal study to assess the effectiveness of the 'Together For Life' suicide prevention programme in Montreal, Canada. The programme was designed to reduce the suicide rate among police in a region with marginally higher police suicide figures than other Canadian states. This paper is the first of its kind to empirically measure the outcomes of such a programme, and reports a significant decline in suicide rates of 78.9%, to 6.42 deaths per 100,000 police officers p.a. The study identifies a programme that appears to work, and which gained a wide support base among the front-line and support staff included in the programme. This research moves us towards a understanding of how to prevent emergency personnel suicide and can thus have positive consequences for police officers, their families and colleagues alike. Moreover it potentially has wider value as such a success using a structured programme in one field is likely to stimulate applications and research into the use of pro-active prevention in other occupations. **Jade Dean**

biology, and Psychology students at Nottingham Trent University. Here, they provide their own summaries of disaster and emergency related research please send encourage the next generation of disaster and emergency researchers!

Anxiety in armed police officers

Nieuwenhuys, A., & Savelsbergh, G. (2012). Shoot or don't shoot? why police officers are more inclined to shoot. Emotion, 12(4), 827-833.

Nieuwenhuys and Savelsbergh looked at why police officers are more likely to shoot when they feel anxious. They looked at 36 American police officers who participated in a video-based test requiring them to shoot or not shoot at suspects that either had a gun and shot, or had no gun and surrendered. Anxiety was created in the police officers by shooting small plastic pellets at their legs. Under these conditions they were more likely to shoot, even at unarmed individuals who surrendered. The study also found that when anxious, the police were less accurate and they were stereotyping targets - shooting more at youths rather than basing their decisions on evidence based decision-making.

These findings confirm those of many other studies (eg Correll et al, 2002; Fleming, 2010; Payne, 2001). This study, however, also provides an important extension; because of the anxiety condition (already feeling physical pain from the pellets) the officers expected to see a weapon, and reacted accordingly, even though there may not have actually been one. The findings may be applied elsewhere in which judgement and decision making is required under pressure and future studies would certainly be able to use this. There are also real life applications as training interventions may help people to execute more control over their decisions under stressful circumstances. **Lucy Goldston and Rhian Edwards**

Training and planning is (emotionally) intelligent

Wagner, Shannon L. & Martin, Crystal A. (2012) Can Fire fighters' Mental Health Be Predicted by Emotional Intelligence and Proactive Coping? Journal of Loss and Trauma: International Perspectives on Stress & Coping. 17(1) pp. 56-72 Goleman, D. (1996) Emotional intelligence. London: Bloomsbury.

Wagner and Martin surveyed one fire department in Canada for levels of PTSD, coping styles, and emotional intelligence [EI] in full-time paid firefighters, and compared them to a community sample. The aim was to see if proactive coping methods and emotional intelligence was related to lower PTSD symptoms in firefighters. Wagner and Martin used Goleman's definition of emotional intelligence: the ability to "motivate oneself and persist in the face of frustrations; to control impulse and delay gratification; to regulate one's moods and keep distress from swamping the ability to think; to emphasize and to hope" (1996; 34). As expected, firefighters who had higher levels of emotional intelligence were better able to cope with the stressors associated with their role. In a similar vein, pro-active coping was also found to negatively predict several mental health issues including obsessive compulsive symptoms, depression, and anxiety. Wagner and Martin suggest that pre-incident planning and training enable firefighters to employ pro-active coping styles, while relying on EI for only the most traumatic situations, in comparison to the community sample which employed pro-active coping less, and emotional coping more. **James Keyte**

Stress and coping strategies of police head constables in Tamil Nadu

Sundaram, M. & Kumaran, M. (2012). A study of occupational stress and coping strategies among police head constables (grade III). Research Journal of Management Sciences, 1(1), 44-47.

They recruited 150 officers from 52 police stations and found the two most stressful things are seeing criminals walk free and a lack of personal time. The two ways police cope best with this stress is by waiting for the right time to do something before they do it and thinking about what is best on how to handle the problem.

This shows that even though the police lead very stressful professional lives, they do have ways of coping with it, even though, in some cases, it can be serious enough to lead to depression and sometimes even post-traumatic stress. But, it has also been shown that there has been a rise in police suicide (around 12 people in 100,000) (Lewis, 2010) which shows maybe the police are not dealing with this as well as they could be and it is a serious matter that needs to be addressed before it is too late. **Laura Michael**



ENERGISE YOUR
KNOWLEDGE.

"@MattOverton3 I found [the webinar] very interesting. It was good to see that the topics I raised were also raised by another attendee"

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

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

TOPIC

COMAH regulation enforcement and site links to bronze and silver level emergency response organisations

The webinar will identify how the COMAH regulations are enforced in the United Kingdom and how the regulations fit with other legislation, notably the Civil Contingencies Act.

Date: May 22, 2013

Time: 3pm to 4pm

SPEAKER: Norman Powell, Chair of the EPS COMAH Pipeline Group and Lead Emergency Planning Officer with the Joint Cheshire Emergency Planning Team where he specialises in industrial planning and response and has responsi-

bility for the off-site planning and testing of 18 top-tier COMAH sites.

WEBINAR OVERVIEW

The webinar will explore the links that site operators have with emergency response organisations and the role they would play in the multi agency command and control structures that would be put in place in the event of a major accident.

LEARNING OBJECTIVES

- An overview of COMAH regulation enforcement
- How COMAH links to the Civil Contingencies Act
- How site operators engage with established command and control structures

COSTS

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

Any non-member who joins the Society within one week of the webinar will be reimbursed their webinar fees!

INFORMATION

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

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UNDERSTANDING COMMUNITY RESILIENCE

PART II



By Andy Fyfe, Southern branch
afyfe@buckscc.gov.uk

THE following article follows on from an introductory piece in the last issue of Resilience discussing community resilience (CR) from a local authority perspective. That article surmised that the delivery of CR was a mechanism for meeting a number of other central and local Government policies and ambitions, as well as having benefits for resilience practitioners.



This article considers a programme of CR activity covering five work-streams with discussion of how they might be delivered and the benefits and return on investment for local authorities and responders. These work-streams are not exclusive, but it's a start. The five areas are **personal and family resilience, business resilience, parish or town council resilience, school resilience** and **care provider resilience**. None of this will be new to practitioners, but it is hoped that the rationale and the benefits of these work-streams may help to inform budget holders and councillors alike, and so create the critical mass of interest that is needed to drive this programme forward. **Personal/family resilience** is fundamental to overall CR as it is about ensuring all members in the community have a basic understanding of how to prevent, prepare and, if necessary, respond to emergencies that may affect them in their homes or daily lives. This includes developing a home emergency plan,

thinking about what to take in an evacuation, where to meet if separated, who will collect the children from school etc. The process can be linked to various other public sector initiatives – discussions can lead to signposting to fire safety or community safety, so already cutting across services and organisations. Certainly an important element that starts to move CR from the individual or family unit and into the community is checking on neighbours who may be considered vulnerable.

There are, as with all CR work-streams, benefits to the public sector. In the event of an incident or emergency, people and families who are prepared are less likely to want or need support from the public sector and are more likely to be willing to support neighbours and their parish/town council (PC/TC). Families that are separated due to work, school or other business would know how to reunite, who collects the children, or where they should meet etc. Those evacuating from home would know what critical items to

take and so would be less of a burden on responders. Those living in flood plains may have the requisite flood protection that will save their property and possessions (and costs) while evacuees may go to friends or family instead of a rest centre. The return on investment is worthy of note. For the public sector, rest centres may be smaller (if required at all), transport to them will be reduced and more importantly vulnerable members of the community who are being looked after by their neighbours are less likely to require emergency assessments which further stretch limited social care resources. For those in the community, the return on investment of preparedness in time and money may be disproportionate to the potential strife and cost of not being prepared, with or without insurance. This strand of CR is loosely connected to the 'Communicating with the Public' statutory duty through its relationship with public education and informing the public of risks. Many LRFs/authorities already have guidance that can be used to

help deliver this work-stream. The end product is not only a higher level of personal and family self-sufficiency in the event of an incident (plus potential cost-savings to the family), but this resilient spirit may extend further into the lives of community members. The second CR work-stream is **business resilience** which links directly with the statutory duty to advise and assist local businesses and voluntary organisations in BCM. Unfortunately, the explicit nature of this duty is only failed by the lack of specific direction as to the level of activity required by local authorities in order to be compliant. Promoting business resilience has a number of benefits to the community beyond implementation of a duty. Among other things, businesses that have sound BCM arrangements are likely to be more efficient, better placed in the market when customers/contractors ask for confirmation of their supply chain resilience, better able to respond to an incident and logically better able to respond faster and make the most of any opportunities brought about by the incident. Promoting business resilience is therefore a means of making the community more prosperous when times are good, while being more likely to survive, and even prosper, when times are bad – thereby significantly enhancing the prospects of that community. Those authorities that claim to have developing businesses and prosperity as an objective, take note. For practitioners it will not be forgotten that costs incurred in the advice and assist role can be recovered from the supported business – though not-for-

profit. This also links with the fifth work-stream below. As previously mentioned, **PC/TC emergency plans** are the most commonly considered element of CR and are the third proposed work-stream. As practitioners know, there is no statutory duty for such councils to have emergency plans and there seems to be little money, or will, to do so. The take-up of emergency planning is often only done grudgingly (though there are exceptions) as a result of an incident affecting that community. Community emergency plans, however, should be based on an all-hazards risk assessment and not a single hazard otherwise they might as well be, for example, a contingency plan for flooding. Arguments for trying to persuade the PC/TC should be predicated by a statement that this is in no way asking the community to pick up the work of the public sector organisations. A community emergency plan allows a PC/TC to localise the people side of an emergency response. Take a fire and evacuation as an example – the PC/TC can, providing the situation allows it, localise the response using their own community centre and staff while the local authorities can support them in situ instead of setting up their own rest centre in another location. Communities are thereby empowered, a response is made faster, while the costs of resources to the local authorities are reduced. Again, the return on investment to responders are significant. One benefit of having a functioning PC/TC incident management structure in place is that communications between the statutory responders and the community is enhanced.

More significant to the authority, vulnerable members of the community being looked after by their friends, family or neighbours are less likely to require emergency assistance. This saves the NHS and/or the local authority time, resources and money, and allows them to focus on their current service users and those vulnerable people who don't have a support mechanism.

Note should be made that the senior executive officer for social care has statutory duties towards vulnerable people in their authority's area of responsibility, so by preventing vulnerable people becoming emergency cases, CR is reducing the reputational risk to the authority.

School resilience is the fourth strand of CR to be considered. Although there is no specific statutory duty for schools to have emergency plans, the Health and Safety at Work Act (1974), a duty of care and general best practice, suggest that all schools should have emergency plans. The rationale for BCM in schools is again best practice, but there is also a Schools Financial Value Standard (SFVS) that, where enforced, requires schools to have a BCP. For resilience practitioners the argument should be simpler – schools are full of highly vulnerable members of the community and everything possible that can be done should be done to ensure they are safe and that education continues. The benefits of school resilience plans to responders should be obvious. Again, the senior executive officer for children and young people in the authority has a statutory duty towards the protection

of children and young people in that authority's area (regardless of the 'ownership' of any school). Where schools have emergency response plans, the school incident management team would lead, so their local authority's schools' service would not need to be as involved as much as they might otherwise. With trained staff, a school could be an active part of the integrated emergency response working with responders, rather than simply being the affected organisation. An effective school BCP would ensure that urgent school activities could be continued within a given timeframe, preventing any disruption to children when continuation is deemed to be critical. It also provides an opportunity for schools to recognise the critical interdependency with key workers whose children are at their school, and that if the school closes and these key workers are prevented from working due to childcare requirements, those key roles are not being undertaken – with consequences for the entire response far beyond the confines of the school gates. If nothing else, this should be an argument for significant support from LRF members to drive BCM in schools. Schools may also be a mechanism for delivering personal and family resilience, as the formal setting provides an opportunity to develop understanding of resilience that can be taken back to their families, and so potentially into their business or community. In an ideal world, this might also include learning first aid – a life skill that arguably all members of society should have. The final proposed work-stream for CR is developing the **resilience**

of care homes. As with schools, the legal requirements for a BCP are based on a duty of care and HSAW. The Care Quality Commission, of course, recommends care homes have such plans, but there appears to be no enforcement capability. For those homes where local authorities have clients, the contracting authority must demand the care home can continue to provide the service required of it. Unfortunately, this does not cover all care homes which is a significant gap. The rationale for care homes to have BCPs could be tied in to the business resilience 'advise and assist' duty. However, these care homes are entirely populated by vulnerable people and to treat them as any other business or voluntary organisation would not be taking the matter sufficiently seriously. Once again, the benefits of BCPs in care homes should be obvious – not only does it mean that the operator has a capability to manage the incident so the clients receive continual care, the local authority will not have to be brought in to look after the clients, with all the associated staff, time and resource issues that would bring – even if capacity actually exists. Financially, the costs of training care homes to have BCPs could be recovered in line with the 'advise and assist' duty. However as with all income generation projects, without the legal requirement or persuasive business case to have a BCP, there is the potential that charging for services rendered would put care homes off and not charging would ensure a better return on investment in the long term. Finally,

we should not forget the statutory role of the strategic executive officer for social care towards vulnerable people in the local authority area ie if the care home fails to provide, it will be the local authority that will ultimately be responsible. The formal delivery of a programme of CR along these five work-streams would result in significant benefits for the community and LRFs at a cost which should be bearable and appealing to all authorities. However, the current level of 'efficiency savings' continues to fall heavily with no respite. CCA compliance cannot be consistently used as an argument for CR, as the degree of required compliance is too vague. The logic of benefits and return on investment fail to win over some minds, as it is easier to argue that all should bear the burden of cuts. Other arguments against CR are: the outlined benefits are only visible in an emergency or the role is new and therefore if one has survived without doing it for so long it isn't necessary now.

Andrew Fyfe has worked at Buckinghamshire County Council for more than 10 years, first as an EPO and now as Resilience Manager. He has written one book titled *School Resilience Planning*. Prior to his current employment he worked in Bosnia for several years with the Organisation for Security and Co-operation in Europe in a number of different roles; before that he served in the British Army. Andrew is a member of the EPS' Southern branch.

4X4 VOLUNTEERS TO THE RESCUE



By Jim Whiteside, Eastern Branch

NORFOLK and Suffolk 4x4 Response had the busiest period in its 14-year history during the January 2013 snow.

4x4 Response is a voluntary organisation set up to provide four-wheel drive support to the emergency services, councils and the voluntary sector in times of adverse weather and other occasions where their vehicles are advantageous.

The team is used to being busy during snow, but the scale of demand this year was a real surprise.

Jim Whiteside, Chair of the response team, said as usual, when there are warnings of severe weather, they were put on alert by the East of England Ambulance Service who are normally their biggest customers in situations such as this for transporting critical staff and assisting vehicles out on the

road as requested.

On one afternoon, when Norwich came to a standstill, the team received more than 40 calls inside of 12 hours - the amount they would normally expect in one year!

"Our internal systems rapidly adapted to cope with the number of calls, and at one point we had 18 vehicles on the road - predominantly transporting critical staff to the Norfolk and Norwich University Hospital, and also assisting taking discharged patients home to ease bed-blocking," said Jim.

"As subsequent bands of snow came across Norfolk and Suffolk, in the following two

weeks, we implemented a control desk based first at the NNUH, then at the Norwich HQ of the British Red Cross; manned 24-hours, on a rota basis, when the threat



of disruption due to snow was high. This proved very effective at increasing the efficiency of communication with our users and allowing us to handle more calls for assistance.

"During this period we attracted significant media attention - first with interviews on Radio Norfolk and an article in the EDP, which was then picked up nationally, and we appeared on the BBC, ITV Daybreak and Anglia News, as well as Channel 5; all good for our public profile but it also meant more users started calling us for assistance."

Jim said reports from members are now almost all in, and the final tally for the two-week period is: 33 responders that were deployed handled more than 250 calls - some requiring multiple journeys - and together covered more than 7,000 miles. Predominantly, the calls were to transport critical staff between work and home for many of the region's hospitals and the EEA HEOC, but they also recovered ambulances and RRVs, delivered heating oil to a vulnerable household, helped police in both counties to clear the roads of stranded cars, took district nurses and carers on their rounds and took a midwife out to a home-birth (false alarm!) They also provided transport to Quidenham Children's Hospice enabling them to continue to provide end-of-life care to their families. Jim added: "Many lessons were learned, which will be discussed with our users for future events, but on the whole it was a very successful period and it was great to provide the local community with the assistance that we set up to do."



RAISING THE BC PROFILE

AFTER presenting at a recent conference on business continuity (BC), KEVIN SMITH was pleasantly surprised by how many predominantly public sector colleagues dropped in on his session. Kevin questioned whether they had walked into the wrong room...there must have been more than 300 delegates at this conference; Kevin had 75 seats in his room and they were all taken in the two sessions he ran. Kevin said he remembers a time, not long after the Civil Contingencies Act 2004 was published, you would have struggled to get 20 public sector delegates in a room to talk about BC! So, why now does there seem to be a lot of interest? Here the EPS South Eastern branch member explains why...

AS MOST of us remember, 2005 was a big year. Not only because London experienced a terrorist attack, but also because it became a statutory responsibility for Category 1 responders (CAT 1s) to have BC arrangements in place. CAT 1s were given a reprieve for a year, to get 'their own house in order', before the other duty to promote BC was introduced. In 2008, Sir Michael Pitt published his final report into the summer 2007 flooding. The report not only examined how to reduce the risk and impact of floods, and the general emergency response, but how vulnerable our critical national infrastructure was to terrorist attacks and natural events. This showed the knock-on effects to our key dependencies - our Critical National Infrastructure, such as utilities companies, had slightly been overlooked. Additionally, the Buncefield incident in 2008 raised questions not only of safety, but aviation fuel supply to airports and the impact this could potentially have on air travel. It was similar in February 2009 with the severe weather which had an impact on the UK for a good few days. For some, it was worse depending on their location. Talking about locations, who would

have thought a volcano in Iceland would have impacted on global travel in 2010? Actually, who would have thought we would see another tsunami in our lifetime after the Indian Ocean in 2004? The affects of the Japanese tsunami on the Fukushima nuclear reactors - blowing up in front of our very eyes - will stay with me forever! I remember reading, in the national papers, a couple of days later that the British Government was recommending a review of our nuclear power plants! Japan also showed the tertiary affects and impacts on factories not able to build cars and make products. 2011 also saw severe flooding in Thailand following a severe monsoon season. Suddenly, natural disasters are back on our radar because of the impact it has on global supply chains. Hence, supply chain continuity management featuring a lot more in BC plans. So risks on the other side of the world could become local risks because of the reliance and dependencies we have in the supply chain! Since 2010, the UK Government has demonstrated awareness of this and has adopted a different approach to the assessment of likelihood

for hazard and threat risks. For some risk scenarios (naturally and accidentally occurring hazards) numeric data and historical analysis are used to inform estimates of 'likelihood'. For other risk scenarios (terrorist or other malicious attacks) is assessed more subjectively around 'plausibility' around capability and vulnerability of potential targets. This does not mean they would be given any less priority in an emergency, but there is some recognition risks are assessed differently. Whether organisations have caught onto this change and implemented it into their risk management frameworks is a little unknown because we keep risks and threats internal within our own organisations.

Current Guidance

As part of the revision of the CCA Emergency Preparedness Guidance, chapter six '*Business Continuity Management*' and chapter eight '*Business continuity advice and assistance to business and the voluntary sector*' have been reviewed. Chapter eight has some interesting case studies on the promotion of business continuity to the wider community, and this is something I think is helpful



to the practitioner as local authorities have struggled to understand how to discharge this duty to an appropriate level. Chapter six includes references to ISO 22301 (replaced BS 25999-Part 2, November 2012), which is the international standard for Business Continuity Management Systems. It is not mandatory for CATs to meet this standard, however, if you are an organisation that wants to certify yourselves against the standard you have to meet the requirements in it! Another update is ISO 22313 being introduced into the market, which is the standard that provides guidance on the requirements specified in ISO 22301. I know of a number of public and private sector organisations that have gone for certification and there are arguments for and against. However, the argument against mostly comes down to finances and paying for certification, especially in the public sector.

Having the right competences/leadership

The BC practitioner should have appropriate seniority and authority in the organisation according to chapter six, but this is not always the case speaking to colleagues from other organisations. Although practitioners are accountable for BCM policy, implementation and operation, I am going to put my head above the parapet and defend my fellow practitioners. I can't help thinking, from experience, how important it is for a member of the executive management board with overall responsibility for the BCM process to also be accountable! So apart from the BC practitioner being an excellent facilitator, having support and appropriate leadership is very important. Ultimately, the responsibility rests with the board to provide the assurance that BCM arrangements are robust and meet the requirements of the Act. Did I hear

someone just say good governance?

Embedding

Ongoing management of your business continuity management (BCM) arrangements will contribute to embedding BC into your organisation. I can honestly say it has taken more than three years, and a few incidents on the way, to build this into my organisation's culture.

So what I am saying is don't expect this to happen overnight, especially if you are a big organisation.

Chapter six includes arranging appropriate training for staff.

The training should always be 'appropriate', but try the word 'different'.

The way you deliver training, I would suggest, may need to be explored. Everyone needs to know the general things about BC in your organisation - there is a BC programme and you can get more information from your organisation's intranet, but actually how many organisations have built BC into their induction programmes and setup an e-learning package to be completed in their first month as an employee? Some of you are thinking right now, well we have one as part of our health and safety programme and maybe one for data security as part of our ICT security programme, do I need to say anymore?

There is also an opportunity when issuing ID cards to new staff that there is a staff helpline number on the reverse, and a few helpful bullet points on what they should do during an incident or evacuation.

Training

You should set training objectives for the year - this may form part of your BC strategy. You need to tailor training for those staff directly involved in the business continuity plan (BCP) for their departments or teams. Training will need to be done on a regular basis to account for staff turnover which, in these days, happens more frequently! Most importantly, establish a training database that will keep records and also identify development opportunities. Chapter six states 'CAT1s should deliver a programme of training and awareness to ensure that the relevant parts of the organisation are confident and competent concerning the plan'. A word of caution, don't confuse 'training' (teaching, acquiring knowledge), with 'exercising' (validating, testing), this is a common misconception.

Exercising

Regular exercises will lead to changes and updates to the BCP but similar to training, make sure you set objectives for your exercise. Developing an exercise programme or schedule shows you are following a training and exercising cycle. An exercise needs to be a learning event that highlights strengths, weaknesses, and opportunities. After an exercise there will inevitably be improvements made to operating procedures, the working environment, personnel and technology. Chapter six states if an exercise brings up a few learning points or highlights significant issues then the organisation should review the Business Impact Analysis (BIA).

BIA

The BIA is the backbone of BC planning; it is the document that helps you identify and prioritise your critical activities. Don't make the mistake of making it too complicated either - you'll end up starting at the beginning again. Involve your department heads and team leaders; the advantage is you get a bottom up as well as top down insight using that approach. BIAs can take many forms so you will need to tailor it to your organisation, however, BC is about time and impact so some key bits need to be in it. Start with the functions in your department or teams then look at the processes that are time-critical and what the impact would be if they were not being performed. Within those processes you may have a number of activities that have certain dependencies. Those dependencies could be internal or external so it is important to find out 'who' or 'what' is used to carry out these 'key' processes. Chapter six says CAT1s should carry out a BIA to determine interdependencies (assets, infrastructure, and resources); minimum levels needed to resume; and upon resumption a time period for achieving normal levels of operation.

Vulnerability of the organisation

You will need to draw conclusions when completing the BIA and need to consider all the elements. In basic terms, an organisation's critical activities are those that would have the greatest impact in the shortest time. Depending on the organisa-

tion you work for, questions can be different. Asking questions like: if we didn't deliver this service would we be endangering life? Additionally, what would be the financial impact on our revenue if we didn't supply this product? You can sometimes determine quickly what is 'key' by using this approach as well as prioritising what is critical within the first 24 hours, first few days, first week etc. Generally, you want to find the vulnerabilities in your organisation so you can improve your BC capability. Chapter six tells us to consider a number of areas: reputation, supply chain, information and communication, sites and facilities, customers, finance and customers.

Approaching complexity

There is no doubt BC has risen up the agenda since 2005 and we have come a long way. A lot of things have changed economically, structurally and technically. The pressures and demands on the way we do business, deliver services and products is challenging us to think alternatively, and consider other options. I can see things we talked about years ago are no longer on the agenda.

What things I hear you say? Well, the transformation of the public sector. For a start there are fewer people in public sector than in 2005. The expectation and demands on services in the public sector are still the same, but we are delivering some of them in a different way. Police forces around the country are looking at closer working with their neighbouring forces or even merging

completely (Scotland for example) and they are also reducing the amount of police stations and occupying or sharing buildings with local authorities. Ambulance, fire and rescue services are sharing stations and there are major reforms in health and social care.

This all leads to a little complexity and alternative thinking when it comes down to processes, procedures, information flow and how public sector organisations are generally going to continue to deliver services and products.

We are all (emergency services, Government agencies, armed forces, health and local authorities) increasingly reliant on the private and voluntary sector to deliver these dependencies. Utility companies are key but it is surprising when I talk to colleagues about utilities failures the answer I get. I ask whether they have a back-up generator, some say they haven't, or don't know in what order of priority they are on the utilities company list if they did have the unfortunate experience of prolonged power loss.

Did I just hear some fingers tapping some numbers on a phone? I bet some of you haven't done it for a while and find out that the number you thought was right is no longer the correct number because your local utilities company has changed its name due to a merger or something! Now I haven't even started to talk about the rest of your supply chain yet and what your critical services are dependent on. So, is this an opportunity for us to embrace chapter eight and use those case studies to help us promote business continuity into our supply

chain?

My point is supply chain continuity management is another key factor during those BIA interviews.

Your internal procurement or contract management staff are now very important.

The problem is some procurement staff do not know much about BC, if anything at all. What they do know about is what strategic and critical contracts your organisation has signed. So I'm afraid it is up to BC practitioners to educate them and provide that awareness.

If you haven't started already, I would suggest you do start; you may be shocked to learn one or two suppliers had gone into administration or become insolvent without you even knowing it, now that is scary!

Did I just hear the door slam?

Author profile:

Kevin Smith is currently Deputy Head of Emergency Management at Surrey County Council.

Kevin has been involved in all aspects of emergency, risk and business continuity management for the last 10 years and has a wide-range of experience within a range of sectors.

He has been involved in implementing and delivering many of the duties within the Civil Contingencies Act since its introduction in 2004.

He has spent the last five years leading on business continuity for Surrey County Council. Kevin was voted Public Sector Business Continuity Manager of the Year 2012 by the Business Continuity Institute.

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Picture on Pg 29: Steve Mellish, Kevin Smith and John Robinson at the BCI Awards 2012

Exercise RAVEN: Tactical Air Crash

By Peter Taylor, West Midlands Branch

IT'S LATE morning on a freezing cold December day and the multi-agency partners of Ravenstown in Staffordshire are working hard to deal with the immediate consequences of a cargo aircraft that crashed into a residential estate two hours earlier. It's no surprise that there are a significant number of fatalities and casualties from the crash and if that's not enough to contend with, a large volume of unused aviation fuel is entering the drains and now threatens wide-scale pollution.

Chief Inspector Adrian Roberts has just chaired a meeting of the multi-agency Tactical Coordinating Group (TCG), the local authority, NHS, emergency services, military and Environment Agency representatives have clear objectives they are working to.

Fortunately for everyone it's not real but, in fact, another exercise written and delivered by the Staffordshire Civil Contingencies Unit (CCU), and Ravenstown doesn't actually exist.

Peter Taylor, Principal Civil Contingencies Officer and facilitator, explains: "Participants in Exercise RAVEN come from all of Staffordshire's 21 Category 1 Responders, and to ensure the scenario occurs on their 'patch' we tell them they are

now based in a mythical place called Ravenstown, which is located somewhere in Staffordshire," he said.

"Staffordshire Prepared is the name of the Staffordshire Resilience Forum's (SRF) website and it's quite appropriate as the partnership invests heavily in multi-agency training and exercises to ensure, as far as reasonably possible, they are prepared for a disaster if ever it were to occur in this LRF area."

John Gleave, CCU, is the brains behind RAVEN and sitting in front of a bank of television screens in Exercise Control (ExCon) he explains how things are run.

"We have a small team of facilitators who, in line with the main events list, pass information to the individual participants as if it were coming from their own

emergency control rooms," he said. "We follow proceedings in the main room on CCTV so we can react to what the group are doing in the most realistic way possible. We're not trying to catch anyone out but rather make things as near real as possible within the confines of an exercise." There are telephones available in the TCG room and when each participant needs to contact their own organisation they actually call one of the facilitators in ExCon who deals with their request accordingly. The ExCon team is an impressive group of experts consisting of a local authority Emergency Planning Officer, an Environment Agency manager and three experienced members of the CCU. The scenario has been painstakingly thought through and a wealth of

RAVEN		RAVEN TCG Ops BOARD	
MISSION:			
Overall Lead Responder is: A. Roberts		Lead Responder within SCG for Strategic Objectives are:	
SCG Chair is:		1. TARS 2. LA 3. LA	
TCG Chair is:		4. LA / E.A. 5. E.A. 6. Police / LA	
STRATEGIC OBJECTIVE 1 To implement and sustain an effective emergency response		STRATEGIC OBJECTIVE 2 To implement a comprehensive and sustainable plan	
What we have to do: Lead By		What we have to do: Lead By	
a. MIRA 110	a. Police	a. RESILIENCE	a. RESILIENCE
b. FUTURE STATIONARY	b. LA	b. FUTURE STATIONARY	b. FUTURE STATIONARY
c. FIRE INVESTIGATION	c. LA	c. FIRE INVESTIGATION	c. FIRE INVESTIGATION
d. LA	d. LA	d. LA	d. LA
e. LA	e. LA	e. LA	e. LA
f. LA	f. LA	f. LA	f. LA
g. LA	g. LA	g. LA	g. LA
h. LA	h. LA	h. LA	h. LA
STRATEGIC OBJECTIVE 3 To implement an effective emergency response		STRATEGIC OBJECTIVE 4 To implement an effective emergency response	
What we have to do: Lead By		What we have to do: Lead By	
a. MIRA 110	a. Police	a. RESILIENCE	a. RESILIENCE
b. FUTURE STATIONARY	b. LA	b. FUTURE STATIONARY	b. FUTURE STATIONARY
c. FIRE INVESTIGATION	c. LA	c. FIRE INVESTIGATION	c. FIRE INVESTIGATION
d. LA	d. LA	d. LA	d. LA
e. LA	e. LA	e. LA	e. LA
f. LA	f. LA	f. LA	f. LA
g. LA	g. LA	g. LA	g. LA
h. LA	h. LA	h. LA	h. LA
STRATEGIC OBJECTIVE 5 To implement an effective emergency response		STRATEGIC OBJECTIVE 6 To implement an effective emergency response	
What we have to do: Lead By		What we have to do: Lead By	
a. MIRA 110	a. Police	a. RESILIENCE	a. RESILIENCE
b. FUTURE STATIONARY	b. LA	b. FUTURE STATIONARY	b. FUTURE STATIONARY
c. FIRE INVESTIGATION	c. LA	c. FIRE INVESTIGATION	c. FIRE INVESTIGATION
d. LA	d. LA	d. LA	d. LA
e. LA	e. LA	e. LA	e. LA
f. LA	f. LA	f. LA	f. LA
g. LA	g. LA	g. LA	g. LA
h. LA	h. LA	h. LA	h. LA
INCIDENT START DATE/TIME: 13/12/15		TIME: (24HR)	
1 0100 0200 0300 0400 0500 0600 0700 0800 0900 1000 1100 1200 1300 1400 1500 1600 1700 1800 1900 2000 2100 2200			

information is available to the facilitators if requested by the participants.

Mr Gleave continued: "We liaised with a significant number of organisations when we developed the scenario including the Air Accident Investigation Board, the local emergency services, local authorities, the Health Protection Agency, Environment Agency and local NHS experts. No one can ever say 'it wouldn't happen like this' or 'it wouldn't be that way'. We've carefully checked all of our facts and we've been assured by the experts that it really would happen like this." Each of the participants were nominated by their own organisation as someone who could find themselves actually sent to a TCG in a real emergency.

And what do the participants think of RAVEN?

Chief Inspector Roberts, said: "As a Police Commander I rarely have the opportunity to experience working as part of a true multi-agency response to a serious incident and it is really good to do just that. "We're all learning together here and this exercise means we can experience the pressures of a TCG in a very safe and blame-free environment."

Chris Hawkrige, from CCU, also participated in the one-day exercise as the Civil Contingencies Tactical Advisor.

"Every time we run one of these exercises we start off with the participants being quite apprehensive," he said, "none of them has experienced a multi-agency response to a major incident so it's all very new to them. As the day develops you can see the confidence levels increasing and by the time the exercise ends they have a

much greater understanding of what it's all about."

The Staffordshire CCU is a small, expert team set up and funded by all of the Category 1 Responders in Staffordshire.

Tasked by the SRF, they have an extensive range of accredited training and exercises including the RAVEN series of Strategic Co-ordinating Group (SCG), Tactical Coordinating Group (TCG) and recovery exercises.

Back in the exercise, Chief Inspector Roberts briefed the Assistant Chief Constable's staff officer (played by a Police Inspector) on the key issues and received strategic direction agreed by the SCG. Then it was time for the next TCG and, in a brief pause, before chairing the meeting he makes a very valid point: "This is a fantastic value for money opportunity for all of these organisations to practice their skills, increase their knowledge and awareness and learn from any mistakes," he said, "the next time it could be for real and like everyone else here in this room I want to get that right."

Peter Taylor is the Principal Civil Contingencies Officer based in the Stafford CCU. Following a police career spanning 30 years he joined the CCU in 2007 and has worked on civil contingencies matters ever since. He has been an associate member of the EPS since 2012.

www.staffordshireprepared.go.uk

Out of a Clear Blue Sky

Many years ago the EP College produced a video called Disaster Management – Is There a Need? Although simple in concept - essentially a sequence of clips of breaking news of many of the major disasters of the 1980s – the video proved immensely popular with emergency planners, and has led to many requests for a more up-to-date sequel. Well finally it has arrived, though this time in digital and online format. As with all news stories, once the media machine has moved on to the next big story, our memories of the last major disaster and those that preceded it, fade rapidly. This all contributes to the misperception that disasters rarely happen. In fact they happen with tragic regularity, as this video demonstrates. Designed to be used in a training situation, the events selected have been chosen to demonstrate the wide variety of forms that crisis and disaster can take: 9/11 (Sept 2001), London Bombings (July 2005), ICL Stockline Factory Explosion (May 2004), Hurricane Katrina (Aug 2005), Foot & Mouth Disease (2001), Boscastle Flood (Aug 2004), Fuel Protests (Sept 2000), Severe Weather (Dec 2010), Ladbroke Grove Rail Crash (Oct 1999), Litvinenko Poisoning (Nov 2006), Summer Floods (July 2007), Buncefield Explosion (Dec 2005). The hope in producing this video is that by reminding people of the disasters of the past we can be better prepared for those of the future. www.epcollege.com/epc/news/featured-news-items/out-of-a-clear-blue-sky/

Improving Resilience through Communication: Mind the Gap!

By Moya Wood-Heath, London Branch

THE Red Cross European Network for Psychosocial Support (ENPS) Annual Forum 2012, *Improving Resilience through Communication: Mind the Gap!* was hosted by the French Red Cross at their headquarters in Paris, recently.

The Annual Forum was excellent - attended by 44 Red Cross participants from 25 countries: Austria, Belarus, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Ireland, Netherlands, Norway, Palestine, Portugal, Romania, Russia, Sweden, Turkey and the UK. In addition, representatives were present from the International Federation Red Cross and Red Crescent Reference Centre for Psychosocial Support, the International Federation Red Cross and Red Crescent Migration Unit in Geneva, the Red Cross/European Union Office in Brussels and the Technical University in Munich. The purpose of the forum was to provide European Red Cross and Red Crescent National Societies, working in the field of psychosocial support, with a venue and the time to exchange ideas, good practice and tactics. It allowed the participants to set strategy and recommendations for future psychosocial support development. The focus was the importance of communica-

tion, group cohesion and social links in the psychosocial work of the Red Cross and Red Crescent. Through presentations and discussion in workshops, participants shared and exchanged ideas on the following:

- Exploring the myths of communication
- Agreeing what is communication in crisis?
- The importance of communication for group cohesion and resilience
- How could the Red Cross/Red Crescent, through community action, reinforce the resilience of vulnerable groups and facilitate social links?
- Practical examples of the work of Red Cross National Societies
- Follow-up on Red Cross and Red Crescent post-crisis interventions during recent years.

The forum was structured in four sessions:

- What is the message? How is it to be communicated?
- Communication with communities and individuals
- We can rely on us, a group is a resource!
- Our world today: Red Cross and Red Crescent in crisis.

The event benefited from well-known external speaker Mike Granatt, a professional crisis management crisis

communication and communication strategy consultant, from the UK.

Mike is also a National Advisor for Community Resilience UK. His presentation reflected a wealth of knowledge and advice based on his past years of experience as a journalist, Director General of the UK Government Information and Communication Service, Head of the UK Cabinet Office Civil Contingencies Secretariat, Director of Communication for the Home Office, the Environment and Energy Departments, and the Metropolitan Police Service. Presentations at the forum were provided by representatives from European Red Cross National Societies, the International Federation for the Red Cross and Red Crescent Reference Centre for Psychosocial Support and its migration unit and the Technical University in Munich. Each of the presenters shared their knowledge and experience, achievements, lessons learned and good practice in improving resilience through communication and using different tools and methods.

Key learning points from the Forum were:

- To be aware of the cultural differences. To be conscious that every country has a different standard in communication and therefore it is not feasible to have one



common standard but it is possible to standardise the outcome.

- Rock the boat before somebody else rocks it – the importance of ‘getting your story out’ carefully and rapidly – the need to take control or lose control.
- Dialogue is key – stay in contact and listen to people; create a narrative by continuously talking and listening.
- The most powerful advice comes from local people who come from the local popular culture.
- When mistakes are realised, it is better to admit the mistake straight away and to start to get it right. The quicker this action is taken, the better the recovery will be.
- Communication is always a two-way process: reach out to people and listen to them.
- Reach a wide-range of people by using a wide-range of tools and channels, for example, use key organisations or key persons from a given community in order to communicate to these communities.
- Provide information via different channels for example, through social media and mainstream media, and be aware which channels are used by which target group.
- A telephone help or

support line is one practical tool many Red Cross National societies use as a quick response to people’s needs during and following a crisis.

- Build on existing communication structures to make sure there is an appropriate place and role within the crisis structure.
- Support groups and support weekends can be effective tools to help families in crisis, to adapt to a new life situation and to regain control of thoughts and feelings.
- Gathering feedback can help with an important aim to improve the situation of beneficiaries; however, engaging beneficiaries presents both challenges and opportunities.
- During times of financial crisis, as now, Red Cross National Societies use proactive and innovative approaches to reach people in need and to promote solidarity, social networking and to raise awareness about reactions to crisis situations.
- ‘Sense of Coherence’ is a framework for volunteer resilience and it includes the following main aspects: the understanding of tasks and organisational goals and missions, the ability to manage tasks, organisational participation,

meaningful tasks and organisational principles. Volunteers should be proud of the Red Cross organisation.

- As a follow-up to crises and disasters, Red Cross National Societies should provide appropriate care to affected persons, tailored to their real needs, in addition to offering continuous support to volunteers. Crisis response provides an opportunity to create greater awareness of psychosocial support as an important component of preparedness.
- The importance and value of developing and using the variety of toolkits and training materials that exist. They are available in different languages for example school-based psychosocial support programmes, lay counselling, volunteer support.
- Learning was shared on the psychosocial aspects of migration, the importance of effective communication and recognition of diverse individual and cultural needs.

Planning is underway for the 2013 Annual Forum which will take place in Turkey. For more information e-mail: mwoodhea@redcross.org.uk or visit: <http://enps.redcross.at>

STOP PREACHING...START THINKING

By Ian Cameron, South Western Branch

I CAME away from the Anti Microbial Resistance (AMR) workshop at the Royal United Services Institute (RUSI) with a new insight – bacteria can teach us a lot about social media and medical communications. It's clear that bacteria have learnt to sub-contract mundane chores like replication and mutation – relying on plasmids to spread genetic information. Now we need to think of the public as plasmids and delegate the AMR warning and informing campaign to them.

However, the task facing the medical profession is more than an information campaign to raise AMR awareness; Dame Sally Davies, Chief Medical Officer, explained this is all about changing public behaviour – we want patients to be asking themselves whether their condition justifies antibiotic prescription or not, instead of assuming antibiotics will be given routinely.

As a media adviser to the EU CBRN Psychosocial Support for First Responders I presumed that a CBRN attack would be launched only by humans, on humans, either deliberately by terrorists/rogue states or accidentally as a result of human frailty. It wasn't until I attended the RUSI/Science and Technology Facilities Council AMR workshop that I realised the first salvos of biological warfare had already been fired, that pre-battle skirmishes were under way and critical human infrastructure was under attack not from humans but from bacteria. Historians often



point out that famous generals and admirals like Nelson and Bonaparte were vertically challenged – but the new military strategists are microsomal.

Of course this is nothing new to the medical profession because doctors and nurses have been on the front line ever since the first signs of sepsis. But for someone like me with a journalistic background, the evidence has to be placed no more than 6ins in front of my face before I can believe it and then I can shout about it as if I've discovered something no-one else knows.

So what else did I pick up at the workshop?

Wearing my junior reporter's hat I picked up a good story about some cancer drugs being derived from mustard gas – diary note: *must look up some World War One and Two anniversary dates so I have a peg to hang the story on*. As a senior broadcast journalist, 35 years in the

BBC taught me that you can offer a story but it doesn't always make it into the news bulletin so I'll target a senior correspondent who loves stories about World War One and Two and who has a better chance of getting it on air. With my producer's hat I picked up an interesting story about this being a global issue – factors like medical tourism come into play. Also we can persuade GPs in the UK not to over-prescribe antibiotics but we need to be mindful that in other countries you don't go to a GP for antibiotics – you buy them, or something masquerading as antibiotics, on the internet once you've sold enough corn to buy your next tablet. Wearing my news editor's hat, I picked up that health inflation means we'll never be ahead of the curve – we just need to decide how far behind it we're prepared to fall: I'll tuck that one away in the memory for the next general election and bring it

out when the first campaigning politician promises to restore NHS budgets. With my media adviser's hat on I would say you could do a lot with a story about antibiotic exposure affecting asthma and atopic dermatitis in neonates – that's one the medical profession could use to raise AMR awareness through social media sites like mumsnet.

All these examples show the extent of journalistic subjectivity and how editorial selection and news values are constantly changing. A story that leads a TV news bulletin one day might not even make the running order the next day. But if stories are the variables, then key questions are the constants. The key question for me after the workshop was: **Are we humans smart enough to sub contract the AMR warning and informing project to the natural leaders and champions who already exist on social media?**

CHANGING MEDIA LANDSCAPE

The media landscape has changed. Television, radio and newspaper audiences are no longer passive – they are active and they drive the traditional media news agenda through social media.

If a story breaks overnight in America, be it a shooting incident or a health story, news correspondents will routinely turn to social media as part of their research and ask the public for information about the town where the shooting happened or about the professor who has pioneered the latest development. In emergency planning, traditional media was often regarded as a vital

tool for command and control – but social media is about devolved control – you don't preach from an ivory tower – you engage in a two-way conversation and people then pass on your messages through what is commonly known as 'viral spread' on platforms like Twitter and Facebook.

One great strength of social media is the ability to bypass some of the journalistic filters and biases prevalent in traditional media by talking directly to your audience. We're just starting to realise the potential of analysing social media for quantitative data using geospatial systems and universities are looking at the potential of massive open online course. But the public are already using many of the free tools available to analyse social media – tools like Tweetdeck, TwitScoop and Twitter Weather tell you what subjects are trending – they count the number of times

certain words are used in messages and translate text data into visual forms so you can see what people are talking about.

The ability to receive near real-time feedback and qualitative information from the public is a great strength of social media. However, to turn information into intelligence requires time and resources – but again there are lots of tools, many of them free, which help you to sift and monitor social media. Aggregators like Addictomatic allow you to search for a subject like AMR and it will display on one screen what people are saying about AMR on various platforms like Bing, Twitter, Facebook, YouTube, Flickr as well as traditional newspapers, radio and TV. This means you can then engage with people on platforms like Twitter and join in the conversation. Then there's crowdsourcing: there are free platforms like Ushahidi, developed in



Pic credit: vabulous.com

like Ushahidi, developed in Kenya, which provides a map and the public can populate this map with information that is relevant to them. It has been used during the Haiti earthquake, by the BBC during the London tube strikes, and there was a really good example in Australia called Bush Fire Connect which lasted two years, but folded due to lack of funding.

Some people will tell you that a weakness of crowdsourcing is the fact that the public can feed in false information – but when I spoke to firefighters at the Rural Fire Service in Australia, they said any information not verified was taken down very quickly – in effect the public self-censored these sites because the information was vital to saving lives. Remember rumour and false information has always surrounded medical stories, long before social media – just ask anyone involved with the MMR vaccination campaign. The difference with social media is the two-way process allows you counter false information and rumour – it's called myth busting. More sophisticated systems using Mass Opinion Business Intelligence, which was developed by Rajiv Delepet, like WiseWindow can predict stock market fluctuations based on analysing opinions within social media messages.

PEER FACTORS - TRUST, CONTROL, BENEFIT AND EMPATHY

Many of the factors that improve the effectiveness of traditional media campaigns – trust, benefit, control and empathy – are common to social media. But trust does



not come overnight – it takes a long time to build but can be destroyed very quickly.

This is why it's vital to understand how factors such as social bonds built between friends, family and close colleagues are so important - these social bonds are to communications what Fibrinogen is to blood clotting.

Social media netiquette is all about listening – not imposing your agenda – finding out what concerns people on sites like Mumsnet or in chat rooms and addressing those concerns first to build up trust.

Put yourself in the place of the young mother whose baby is unwell. In the past you could give her advice and say “trust me, I’m a doctor”. But now the woman’s own mother and friends are telling her the baby needs some antibiotics and they will scour the internet to find the evidence that supports their

argument.

So how will that mother balance the immediate concerns for her child with an AMR campaign which sounds like it's about a potential problem in the future? Hazards are real but risk is a personal perception. Only when you start a detailed risk analysis, taking into account phenomena like social amplification of risk and availability heuristics, will you begin to unravel the communication helix and come up with a decent diagnosis and prognosis for an effective AMR media campaign.

FROM PERSONALITY TO PEERS AND PLASTIDS - THE MESSENGER IS KEY

So the role of individuals is vital. It's all about the messenger – who's telling me this – why should I trust them? Research by Opinion Leader, part of Chime Research and Engagement

Division, published in Marketing Week in May 2009 refers to this as the 'Age of Emotional Proximity' where peer recommendations surpass all other forms of marketing. Compare that with a Central Office of Information PowerPoint based on a Department of Health survey in October 2002 which showed that when the public were asked which source they trusted to give facts on MMR, 7% said a medical spokesperson while 34% said TV presenters Richard and Judy. When RIM announced they were changing their name to Blackberry in January 2013 did you notice pop star Alicia Keys was the latest celebrity to be enlisted to help the company. Just as singer Lady Gaga was signed up by Kodak as creative director in 2011 and why Stephen Fry's name comes up whenever people talk about social media – it's all about the size of their following on platforms like Twitter and Facebook – if one of these celebrities re-tweets a message it can reach millions of people – and the messages reach the right target audience for the product. Companies like Google and Apple are successful because they know you need a variety of messages, platforms and messengers to reach different segments of the audience in the same way the medical profession understands the importance of using 7-Valent Vaccines. The human is an amazing and complex machine but medical battles take place at microosomal level; in the same way viral campaigns on social media that can influence whole societies start with one individual.

A local fix can become a global solution because it's

spread by the World Wide Web.

CONNECT WITH ESTABLISHED COMMUNITY CHANNELS BEFORE THE CRISIS

It's worth looking at the role of social media during the riots in London and other English cities in 2011. Some called them the 'Blackberry riots' due to the use of mobile devices – some suggested that rioting was co-ordinated using social media while others point to the way social media was used by residents to organise mass clean-ups in their communities.

I like to look at the West Midlands where emergency responders have long understood the importance of nurturing community resilience – working with the natural established community leaders – some are faith leaders, some lead interest groups like young mothers, sports groups, scouts, guides, farmers. Emergency responders maintain a dialogue with various community groups – it helps build trust and cohesion and in times of trouble the emergency responders can use these channels to pass out key messages and also receive near real-time feedback. Social media can help this process and it was noticeable how emergency responders in the West Midlands were able to damp down a lot of potential problems during the 2011 riots.

Homeostasis, which is vital for human survival, depends on a dynamic equilibrium. Social media is dynamic – constantly adapting and evolving. Everyone is talking about Facebook and Twitter now – but what happened to

Friends Reunited? Is it true that Instagram is attracting so many people in the 15–24 year age group because when they upload their photos to share with their friends they can use a filter which hides their acne blemishes?

Media and communication strategies need to constantly adapt and evolve.

I'm sure the irony of using viral spread on social media to counter a bacterial problem wasn't lost on the audience at the AMR workshop at RUSI – I just hope the importance of using viral spread is recognised as well. Now, your 140 character homework – with hindsight, do you think social media would have helped or hindered the MMR vaccination programme? Discuss.

Answers please on e-mail: iancameronmedia@yahoo.co.uk

You won't find me on Twitter or Facebook and I don't have a website – but that's another story.

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