

Resilience

Journal of the Emergency Planning Society

Summer 2023



LEARNING FROM FEMA

The need for core principles -

www.the-eps.org

INSIDE

CONFERENCE 2023: how you can contribute



REPUTATION: how to manage yours in a crisis



GOING 3-D: how Devon & Cornwall Police do it



CLIMATE EMERGENCY: heatwaves continue



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Resilience
Summer 2023

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memo

REMEMBER the 'good old days' when everything went quiet over the summer months? These days summer seems to be a period of frenetic activity.

For those of you doing the day job, there doesn't seem to be any let up, whether flash floods, rising hospital numbers and now the RAAC concrete crisis.

It has been an equally active time for the EPS in our professional role – more and more organisations have been approaching us for our advice. So where to start?

Conference: top of the list of course is our forthcoming national conference in November – see overleaf for all the details.

AGM: the date for the AGM has been set for the 28 September 2023 at 19:00 hrs and a zoom link has been sent out via the members update. Anyone who wishes to attend please email info@the-eps.org.

Exhibitions: we have finally confirmed the arrangements for the *Emergency Services Show*. We will have Stand J113 there, with a lounge area for members and guests, and a drinks reception in the afternoon of Day 1 at approx. 15:15.

For the *International Security Expo*, we will again have a stand, and if any members are attending, please come and say hello - we are Stand G111. I continue to be a member of the ISE Advisory Board, while Peter Cheesman will represent the society as a speaker at the event.

Website: the website build is continuing on track. It is anticipated the membership application process will be available soon.

Membership: unfortunately, we have been unable to process new members application and therefore have a waiting list of people waiting to apply. Which is a positive but also frustrating.

Crisis Response Journal: the next edition of *CRJ* will be available soon and we have an article on volunteering which I put together with the help of Dawn Shaefer and the VCSEP. If anyone else is interested in writing for the journal under an EPS by-line, then please get in touch.

30Days30WaysUK: I have attended the planning meetings for the 30Days30WaysUK campaign and the EPS have again been invited to participate in some of the panels. It is a great privilege to be involved with such a critical campaign, so please ensure you share the links and the campaign via social media channels – see article on page 8.

JESIP: I recently represented the EPS at a meeting with JESIP to discuss recommendation R47 from the Manchester Arena Inquiry, which states: *'The Home Office, His Majesty's Inspectorate of*

Constabulary and Fire and Rescue Services, the College of Policing, the Fire Service College, the National Ambulance Resilience Unit, individual police services and JESIP should develop a nationally agreed format for all plans, placing JESIP at their centre.'



■ Acting Chair, Jeannie Barr

The meeting was well attended with lots of discussion and ideas shared for consideration, and I look forward to continuing to contribute to this important development.

Local Authority Building Control: we have again provided input into two different cohorts undertaking the Level 6 qualification in 'Managing Legislative Compliance' – a big thank you goes to Barry Moss and Matt Hogan; the feedback from their sessions have been extremely positive and we have been invited to continue to contribute to future cohorts.

On the strength of the great feedback from these sessions, we were also invited to contribute to the Level 6 qualification on 'Safety at Sports Grounds and Other Public Events' - this time a big thank you to Nathan Hazlehurst and Stephen Arundell, who delivered the first session which was well received and we have been invited to contribute to the next cohort.

NaCTSO Competent Persons Scheme Workshop: Stephen Arundell represented the EPS at a closed workshop held by NaCTSO on the development of the Competent Persons Scheme in relation to the forthcoming 'Protect' duty.

Industry Board: I have been invited to represent the EPS as a member of the Industry Advisory Board for Buckinghamshire New University School of Aviation and Security. The purpose of the Buckinghamshire New University Aviation and Security School Industry Advisory Board is to provide expert advice and guidance to The School to enhance its industry knowledge, academic programmes, research initiatives, recruitment, and community engagement efforts.

So lots going on. Things are extremely busy at the moment many opportunities to grow and generate some new income, raise profile etc for the EPS which is extremely exciting but also a real challenge. I am aware that providing updates to members has not been at the level I would have wished and apologise for any inconvenience caused.

But I would also ask for your support in improving our communication by keeping yourselves updated via the members update, *Resilience* magazine and soon to be new website. We are also looking for some assistance with social media channels: anyone interested please email info@the-eps.org.



EPS National Conference

7 – 8 November 2023

Mercure
Piccadilly
Hotel,
Manchester

Celebrating 30 years

ARRANGEMENTS are being finalised for our annual conference in November, which will be a special celebratory event to mark the 30th anniversary of the EPS.

Titled '*A journey of adaptability - celebrating 30 Years of Emergency Planning & Resilience*' – the conference will be over two days, and held in four sections, which when joined together, strengthen the resilience of people, society, and the environment.

Resilience is people's ability to successfully adapt and grow following challenging situations. Over the last 30 years, this ability has often been tested and subsequently amply demonstrated. But what have we learnt from these experiences, is the legislation we have in place fit for purpose, do our current structures support the needs of modern day society and what can we do to ensure we continuously adapt to the diverse needs of

people.

Bouncing forward into new realms and learning to be more adaptable as our circumstances evolve and change, supports stronger resilience, and in turn should better equip us for the challenges if the next 30 years.

The past doesn't equal the future the world is changing and the ability and need for adaptability to "change with the times" is key.

Our conference programme takes you on a journey of discovery from frameworks to new approaches, from adapting learning from the past to face the new challenges of the future.

There will be an evening dinner and awards ceremony on Tuesday night.

Nominations for becoming a Fellow of the EPS have been updated to include self-nomination. Unfortunately, due to the

timescales involved it is unlikely we will be able to award 30 as had been planned.

We are also looking for nominations for the following awards:

- Branch of the Year
- PWG of the Year
- EPS Event of the Year
- Excellence Award
- Unsung Hero Award
- Long service award

If you have anyone who you would like to nominate for a Fellow or award, then please email info@the-eps.org



National Conference 2023 - your help needed

Your contributions wanted for show

THE conference will include a video/slide show with photos plotting out the last 30 years of resilience and emergency planning. These will be a blend of EPS UK and International incidents, achievements, and significant points in the history of resilience. If anyone has any pictures, videos and stories that they would be willing to share, please send to info@the-eps.org

Exhibitors and Sponsors

WE are making a special push on exhibitors and sponsors this year. There are a maximum of 20 opportunities to exhibit with an extra 4/5 sponsorship opportunities.

Anyone have any contacts with companies that you think may exhibit or sponsor please let info@the-eps.org know.

There will also be flyers on our sponsorship and exhibition offer, which will be distributed at the Emergency Services Show and the International Security Expo.

But if you have contacts that may be interested, show them the offer, outlined in the following pages. ▶

Diary dates for key trade shows

THE EPS will have stands at these events, and all members are welcome to a stint on the stand to help us recruit new members.

At the Emergency Services Show it will include a lounge area and drinks in the afternoon.

At the International Security Expo EPS Director Peter Cheesman will represent the society as a speaker at the event.

19-20 September:

The Emergency Services Show
NEC Birmingham.

- The leading event in the blue light sector, with stands from 500+ leading suppliers. Contact: www.emergencyuk.com

27 - 28 September:

International Security Expo
London Olympia

- The Expo provides an important link between Government, industry, academia and the entire end-user community, strengthening the relationships that are essential to improving safety and security.

Contact:

www.internationalsecurityexpo.com

Martin Tolman 1953 – 2023



THE emergency planning community in the West Midlands has been saddened by the death of Martin Tolman, the former Emergency Planning Manager at Birmingham City Council.

Martin had been suffering from some health issues for several months, but his

death at the beginning of July came as a shock to many.

During his time with Birmingham City Council, he was at the fore of the many challenges that faced the UK's second city, from tornadoes to floods.

On retirement, he immediately emerged himself in his two great Passions: politics and campaigns.

It is a testimony to Martin's involvement with his community in Solihull that over 200 people packed into the Humanist service at the local crematorium, whether from the world of politics, emergency planning, health and community campaigns, not to mention many 'Blue Noses', fellow fans of Martin's beloved Birmingham City FC.

Martin was a big man with a big heart and will be greatly missed.

His family have asked that any donations in his memory should be made to one of the charities Martin actively supported, the Chernobyl Children's Project UK.

Prestige emergency management award for Tony

FORMER EPS chair Tony Thompson has received an accolade, from the 'Corporate Livewire' Prestige Awards for small businesses.

Tony, as Director of his company OTHO, received the Emergency Management Company of the Year 2022/23 for the South West. It is the third time the company has won.

Tony has been working in Peru on a government-to-government early warning system project, following the 2017 extreme weather that devastated the Peru coastal region.





Emergency Planning Society

National Conference 2023

7 - 8 November, Manchester UK

Sponsorship and exhibiting opportunities



What we do

The Emergency Planning Society is the UK and Republic of Ireland's professional association for all those working in the resilience sector.

Working mainly in the local government, emergency services, military and health sectors, our 1,000+ members are from all fields across the resilience spectrum, including:

- COMAH and Pipelines • Crowd & Event Safety • Health • Humanitarian Aspects • Environment Agency • Community Resilience • Oil Pollution • Business Continuity • Flood Resilience & Water Management • CBRNe • Academia • Voluntary & Private sector • Communications



The benefits for you

Over 140 delegates are expected at the event to be held at the Mercure Piccadilly Hotel, Manchester. As well as two days of fascinating discussion, as it is our association's 30th anniversary we will also be holding a celebratory awards ceremony, dinner and dance.

Sponsorship and branding offers your organisation exposure to the key practitioners in the resilience and emergency response sector, many of them budget holders or who have influence on procurement processes. It is a unique opportunity to network directly with the key players in this Sector. To find out more or book your place contact the EPS on:

info@the-eps.org

Tel: 01347 821972



The offer

Sponsorship & branding

DRINKS RECEPTION **£1,000 (+VAT)**

- Including welcome to guests
- Logo on menu
- 2 Places at the Awards Dinner Dance

LANYARDS AND BADGES **£700 (+VAT)**

- Logo on Lanyards and badges
- Your company information in delegate pack
- Quarter page advert in Programme

DELEGATE PACKS **£700 (+VAT)**

- Logo included on packs
- Your company information in delegate pack
- Quarter page advert in Programme

PROGRAMME **£700 (+VAT)**

- Logo in programme
- Your company information in delegate pack
- Quarter page advert in Programme

Advertising

Advertising in CONFERENCE PROGRAMME:

FULL PAGE **£750 (+VAT)**
270mm deep x 183mm wide

HALF PAGE : **£400 (+VAT)**

Vertical: 270mm deep x 90mm wide. Horizontal: 130mm deep x 183mm wide

QUARTER PAGE : **£250 (+VAT);**
130mm deep x 90mm wide

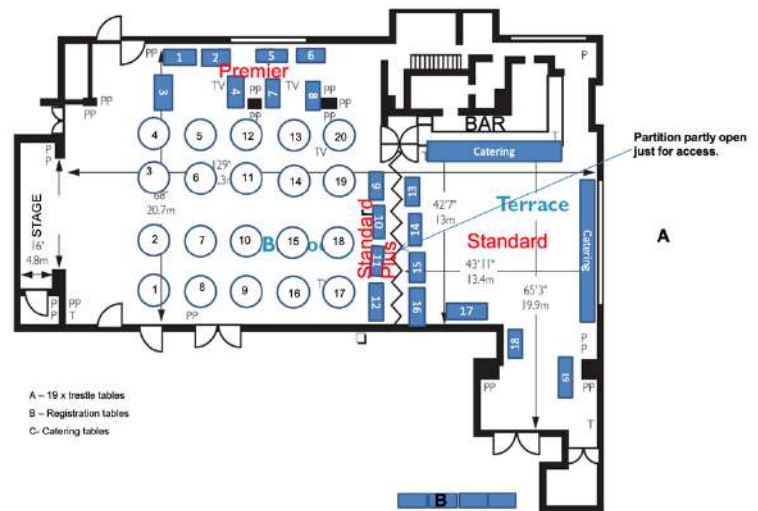
Advertising in *RESILIENCE* magazine



There is also opportunities to advertise in the next issue of the EPS's journal, *Resilience*, which is direct-emailed to all EPS members, and printed copies are distributed at key resilience sector trade fairs.

For costs and dimensions see page 23

International Suite, Mercure Piccadilly Hotel, Manchester



*Please Note that this diagram is NOT drawn to scale and may look slightly different on the day of the event.

PREMIER **£1,200 (+VAT)**

Stand size: 6 ft x 6 ft
Stands available: 4

- This includes **premier location** within the conference area of the International Suite two seats at the two day conference, including lunch and refreshments.
- Half Page Advert in Programme:
Vertical: 270mm deep x 90mm wide
Horizontal: 130mm deep x 183mm wide
- Half Page Advert in the next edition of *Resilience Magazine*
270mm deep x 90mm wide

STANDARD PLUS **£800 (+VAT)**

Stand size: 6 ft x 6 ft
Stands available: 8

- This includes **Standard Plus location** within the two day conference area of the International Suite, two seats at the conference plus refreshments & lunch.
- Quarter Page advert in Programme:
130mm deep x 90mm wide

STANDARD **£500 (+VAT)**

Stand size: 6 ft x 6 ft
Stands available: 8

- This includes **Standard Space location** within the Terrace of the International Suite, two seats at the conference plus refreshments & lunch

Getting ready for anything!

By **Monika Al-Mufti**
[@30days30waysUK](#).

Join the **#30days30waysUK** Campaign to Empower Communities

We are excited to once again bring your attention to a transformative initiative that embodies the core principles of our professional society: the **#30days30waysUK** campaign.

This innovative movement is set to kick off 'September is Preparedness Month,' aiming to strengthen community resilience, empowering individuals and families across the United Kingdom to 'be ready for anything'.

In the wake of recent crises, whether the latest devastating wildfires in Scotland's precious nature reserves or scorching heat waves with associated tragic water safety incidents experienced already this early summer, the importance of proactive public preparedness cannot be overstated.

As members of the EPS, we again have a unique opportunity to contribute to and support this groundbreaking campaign.

The **#30days30waysUK** campaign offers a comprehensive approach to preparedness, presenting 30 themed topics throughout the month.

Each day, participants are encouraged to engage in activities centred around specific aspects of safety and preparedness, ranging from emergency kits and communication plans to understanding alerts, safe evacuation and building community resilience.

By actively endorsing and promoting this initiative on social media and beyond, we can make a tangible impact on the readiness and safety of our communities.

As professionals in the field, we understand the significance of self-efficacy, access to support and resources, and the promotion of collaborative community resilience.

By participating in the **#30days30waysUK** campaign, we can empower individuals with the necessary knowledge and tools to effectively and safely respond in the event

of an emergency across a wide range of hazards.

Moreover, our involvement will emphasise the value of prevention and preparedness beyond emergency management, towards disaster risk reduction and its critical role in saving lives and safeguarding livelihoods.

Through the power of social media and our professional networks, we can amplify the reach and impact of this year's **#30days30waysUK** campaign. Let us utilise our collective voice to promote the campaign's hashtags, **#30days30waysUK** and **#PreparednessMonth**, across our newsletters, websites, and social media platforms.

By sharing your resources, tips, and engaging content such as success stories, we can inspire and motivate individuals to embrace preparedness and actively participate in this transformative initiative.

As colleagues and members of the EPS, you also have the opportunity to contribute your expertise to the campaign's overall success. We invite you to collaborate in the development of this and future **30days30waysUK** social media programmes as well as develop much needed, tailored local resources to ensure that individuals have access to accurate and relevant preparedness materials.

Your professional insights will serve as invaluable assets in equipping the public with the knowledge needed to navigate potential hazards.

Furthermore, we encourage you to organise your own local webinars, workshops, or training sessions aligned with the campaign's themes throughout the year and join our professional weekly panels during September as per 2023 programme -

Available through our website or via *Resilience Direct*.

By leveraging our collective expertise, we can provide valuable insights, address



MONIKA AL-MUFTI NADIG is a co-founder of **@30days30waysUK**. She specialises in Emergency Preparedness, Community Resilience, and Emergency Risk Communication.

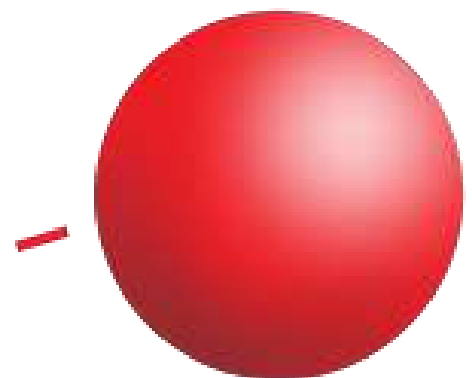
[@MonikaAlmufti](#)
[30days30waysUK.org.uk](#) |
[@30days30waysUK](#)

specific challenges, and foster trust among professionals and communities.

Together, we can build a network of support that strengthens the resilience of our society as a whole.

The upcoming 'September is Preparedness Month **#30days30waysUK**' presents a unique opportunity to demonstrate our professional commitment to enhancing community resilience and preparedness.

By joining and supporting the campaign,



you can make a tangible difference in the lives of individuals and the communities we serve.

Together, let us promote access to support and resources, champion self-efficacy, and build community resilience for a safer, more resilient future.

#30days30waysUK

Going 3-D

A vital tool for location intelligence

By **Robert Goldsmith**
Devon & Cornwall Police

■ One of the team with the NavVis
lidar Scanner used to collect data



In 2021 the UK hosted the G7 Summit in Cornwall. The event required a considerable effort in planning by Devon and Cornwall Police. One of the tools utilised during the G7 summit was **3D geospatial intelligence**. Let me explain how the system helped us:

The **3D geospatial intelligence** became such a vital tool within the planning phase of the G7 Summit operation that it was adopted within business as usual for Post G7 operations.

We were in the middle of the Covid pandemic and therefore trying to reduce the amount of people that were meeting in person at key venues.

We decided that we could build 'digital twins' of our venues and do a lot of the work in virtual environments, reducing the risk of Covid infections while reducing our carbon footprint and finding operational efficiencies.

The project revolved around two core principles:

- Building a 3D model of Corn (External Data)

- Creating 3D tours of key operational sites (Internal Data)

External Models

During the G7 we worked closely with Ordnance Survey (OS) to explore innovation within the 3D geospatial field, as such they provided us with 3D models of towns such as St Ives and Falmouth.

The 3D cities were built by flying a plane over key towns then running the captured data through specialist photogrammetry software.

The data was later enriched with location intelligence showing us, for example, individual shop names. These models were perfect for our wider analysis and covered large geographic areas we had a strong interest in.

Devon and Cornwall Police have a dedicated Drone Unit who were also able to fly much nearer to our key venues than a plane ever could.

The drone flights allowed us to build highly accurate external models which enriched the wider OS models. The 3D drone models

were placed within the larger OS models offering an extra level of clarity where we needed it most.

External 3D models allow us to perform complex analysis of a location without the need to be there. Examples of this analyses include viewshed analysis (showing lines of sight), firearms planning, Counter drone analysis and even adverse weather planning including changing the wind direction to monitor the direction of smoke.

Internal Models (Rapid Data Capture)

We purchased a LIDAR scanner which uses lasers to judge distances while also taking 360 images every two metres; this data was built into a package much like Google Streetview allowing our Officers to view virtual tours inside our key operational sites.

The 3D tours were viewable online using any mobile phone, tablet or PC, negating the need to install any software on Force machines.

The ability to deploy the tours via a web URL was imperative as it allowed partners,

officers and staff to view the venues instantly without time consuming software installs.

Our team spent days travelling to collect the data, capturing 360° imagery within every key site, including a wide range of buildings, roads and coastal areas. The data was uploaded and shared with key stakeholders, with each given a unique username and password.

Using any phone, tablet or PC, our officers, staff, and partners could measure any object within a venue while adding points of interest and analysing fastest routes between locations.

Future Planning

We presented our case to the Force executive stating that we felt there was a real opportunity to take the knowledge acquired during the G7 Summit and build a dedicated 3D library of all our key operational sites. This includes football grounds, shopping centres, planes, museums and other public places.

The library is in place to cater for multiple areas of business including: Firearms, Ops Planning, the Control Room, POLSAs

Going 3-D *(continued)*

(Police Search Advisers) and much more. We were given approval to continue the service and immediately started building up our library. Now six months into the project we have learnt a lot of lessons and collected a lot of valuable data. We have captured all of our major sports stadia with both the drones and our 3D lidar scanner. We have started using the capability for event planning, with the most recent event being the Boardmasters Festival in Cornwall. The positive feedback from event planners, our control room staff and other specialist officers around the organisation has been fantastic.

Call out for partners

We are now looking to work with partners at a local and national level so that we can collect data and share intelligence. We have a strong belief that there should be a unified national strategy around the collection and dissemination of internal and external 3D location intelligence. We are keen to avoid other Forces and partners having to reinvent the wheel for every major event. With the knowledge we have gained over the past two years we want to help our partners by offering advice and importantly access to our trained staff and equipment. ■

Should partners wish to seek any advice from us or learn more about the project then an email to :

Robert.goldsmith@devonandcornwall.pnn.police.uk

- The 3D cities were built by flying a plane over key towns then running the captured data through specialist photogrammetry software. Devon and Cornwall Police have a dedicated Drone Unit who were also able to fly much nearer to our key venues than a plane ever could. Which allowed us to build highly accurate external models which enriched the wider OS models.



'And the winners are' - top award for team



THE 3D geospatial project was recently recognised at an international event "The World Geospatial Forum". Held in Rotterdam every year, the 2023 event awarded Devon and Cornwall Police with an Excellence Award for Public Safety.

Reputation matters

By **Amanda Coleman**
Chair, EPS Communications PWG

The next crisis you face may not be from a cyber attack or from the extreme weather but instead it is happening within your organisation.

It will be moving about possibly unseen and unheard of, but will then emerge, threatening your reputation and even your very existence. The threat is from organisational culture and the actions and behaviour of employees.

In recent months we have seen a spotlight placed on the culture within both public and private sector organisations. The CBI, the BBC, the Metropolitan Police, McDonalds and now Nat West have all faced a crisis in

2023 rooted in claims about not just what they do but how they do it. There are many challenges including spotting the problem before it becomes a crisis and being able to see it from an external perspective.

For the emergency services reputation is everything. Whether people have trust and confidence in them and what they do, can mean the difference between being able to do the job and appearing to be unable to act. If there is a flood, a fire, a terrorist attack or other emergency the structure, systems and processes are ready to provide the support that is needed. They will ensure the right people are doing the right things. They will have been the subject of exercises to hone the approach. They will have clear priorities for the communication that is required.

But if a reputational crisis hits, it may catch organisations ill prepared and lead to confusion, duplication of work, or significant elements being missed.

There are five top tips that can help organisations be ready for the internal crisis:

‘Whether people have trust and confidence in you can mean the difference between being able to do the job, or appearing to be unable to act’



Amanda Coleman is a Chartered PR Practitioner, fellow of both the Chartered Institute of Public Relations and the Public Relations and Communications Association.

She led the Greater Manchester Police communications response to the Manchester Arena terrorist attack in 2017, and has managed many operational and reputational crises.

Amanda is currently the Chair of the UK Emergency Planning Society Communication Professional Working Group.

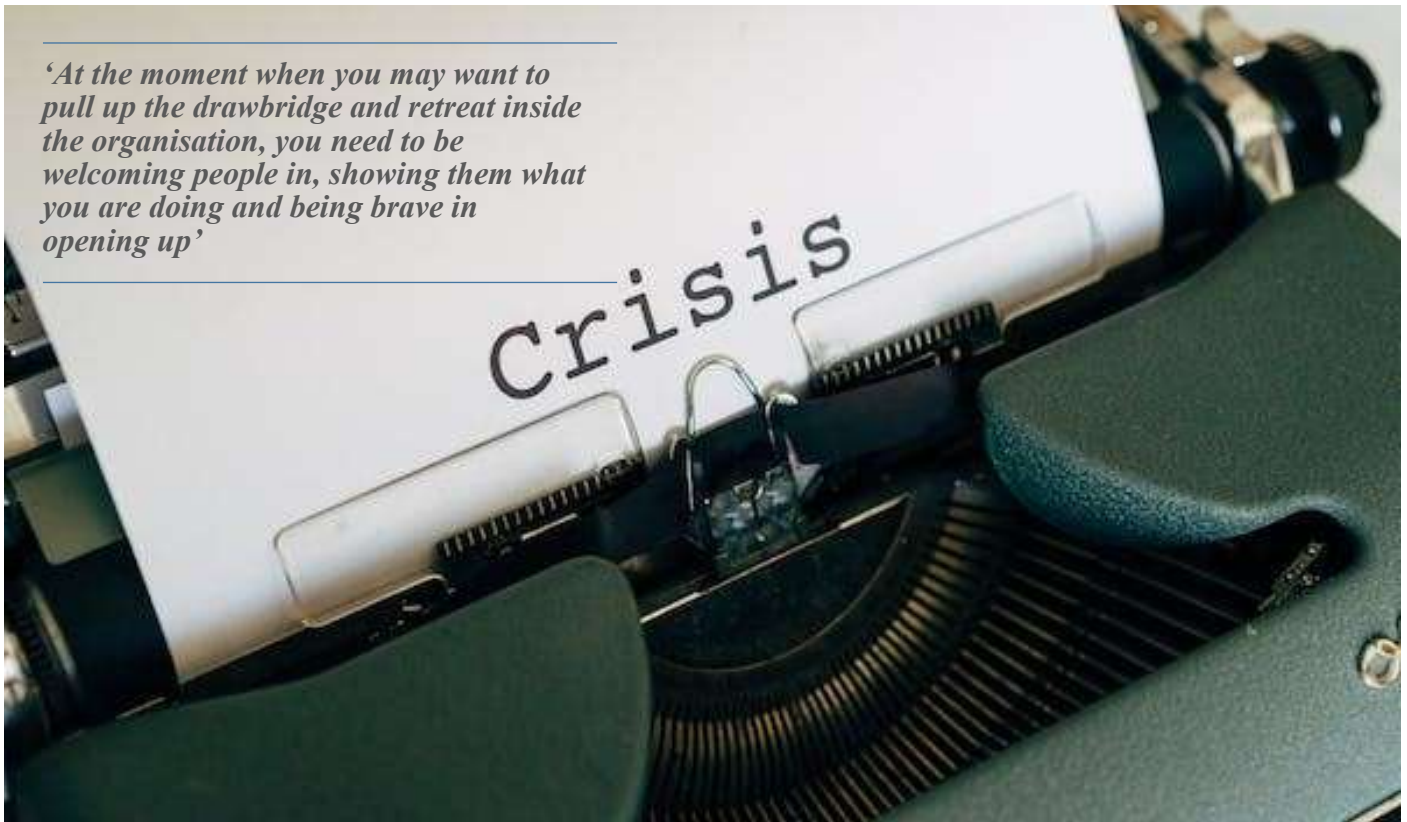
1 Ensure that existing crisis plans, and crisis communication plans can be implemented when a reputational crisis hits. This means ensuring that the structures can be used regardless of what the crisis is. Having the right people involved in the discussions will support an effective response.

2 Exercise and test the response to a reputational crisis. The same approach to crisis exercising and simulations can be taken to test the understanding and operation of plans to communicate when an issue emerges. Decision making, governance and actions taken can all be assessed.

3 Be open to feedback both from staff and from the public. It is important to be open to challenge and to consider the facts and opinions, rather than rushing to disprove them. ‘Gaslighting’, where someone’s perceptions are repeatedly undermined or questioned by another person, is something all organisations



'At the moment when you may want to pull up the drawbridge and retreat inside the organisation, you need to be welcoming people in, showing them what you are doing and being brave in opening up'



need to be aware of and work to avoid. Perceptions are as valid to the person that holds them as any facts - *understanding* them is vital before you can find ways to explain the reality.

4 Words matter. How we talk about our organisations and staff will impact on how others view them. Beyond that the words we use in a reputational crisis can reinforce people's perceptions of the organisation.

If the culture of the organisation is in the spotlight it can feel personal, and this can lead to a negative reaction.

Find positive words to talk about what you are doing, how you are addressing things and how you will build back the important public confidence.

5 Stress test policies, processes and particularly if there are any changes. Don't just hope that they will work and that there will be no problems linked to them. Run them through scenarios where you can ask the 'what if's' and identify where they need to be refreshed, revised or have additional clarity.

The reputational crisis can often lurk within those untested policies that are felt to contain the necessary information but may not address the real issues.

Public sector organisations rely on support from the public. They need to have support to give them the legitimacy to operate, and to use their knowledge and expertise in managing situations.

There may not be anything clearly visible when the reputation of an organisation is under pressure, but it has the same potentially significant impact as any other emergency.

The principles for crisis communication in these circumstances remain the same as dealing with an operational crisis. But there is an increased focus on transparency and openness.

At the moment when you may want to pull up the drawbridge and retreat inside the organisation you need to be welcoming people in, showing them what you are doing and being brave in opening up.

When you are facing the most difficult moments an organisation can face ensure you recognise it, publicly acknowledge the position, provide some clarification but move to demonstrate that and how, if necessary, things may be changing.

Being ready for a challenge to what an organisation does and how they do it is a critical part of being crisis ready in 2023.

The next crisis could be from the culture and internal

operation that is happening every day. Building a reputation takes a long time but can be lost in an instant.

Emergency services are the leaders in responding to operational crises, and now need to be leading the way in addressing reputational crises.

■ Threats to your organisation can be from the culture within it



'When you are facing the most difficult moments an organisation can face ensure you recognise it, publicly acknowledge the position, provide some clarification showing how things may be changing'

Europe - protracted heatwaves increasing



By **Bob Wade**
Editor, *Resilience*

This summer's heatwave has caused havoc across Europe and the Mediterranean. The combination of climate change with the arrival of the natural climate phenomenon, El Niño, which has a global heating affect, pushed up temperatures to record-breaking extremes.

Last year's summer was Europe's hottest on record, causing an estimated 62,000 deaths between 30 May – 4 September (CNN, 14.07.23). However, scientists have recorded that this July was the hottest for Europe, so last year's record may be

surpassed this year.

It is not just the extreme heat that is the problem, but the protracted nature of the high temperature episodes.

The situation in Spain is typical of all Mediterranean countries. Spain's national weather agency, Aemet, says the number of heatwaves in Spain has doubled within the space of 10 years. In the current heatwave, temperatures are 5 – 10 C above average.

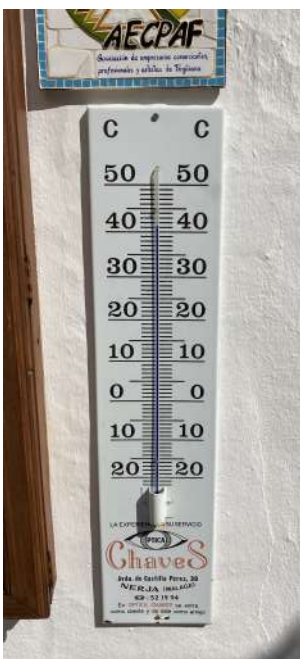
These temperatures trigger processes in the body that results in a rise in hospital admissions for cardiovascular and respiratory causes, as well as in more deaths. The biggest impact is on the elderly as they are the most vulnerable.

Following the severe heatwave in 2003, Spain set up an extreme heat alert system. The system tries to raise awareness among the population of the risks during a heatwave, asking them not to go outside during the hottest hours of the day and to drink plenty of water.

The government is enforcing restrictions on picnics or barbecues and banning youth camps, because of the wildfires, and in some areas those who work outside have working hours restricted.

Spain is also following the example of Greece, creating 'cool' venues for the vulnerable. In Greece, throughout the heatwave, local authorities were operating cool rooms providing air-conditioned spaces in community centres and pensioners' clubs, as well as at sports arenas that will be used to host the homeless.

In Italy meanwhile, in cities like Rome there has been a huge boost in daytime cinema-going, as people take advantage of air-conditioned cinemas.



■ The thermometer in the village square of Frigiliana in Andalusia on Saturday 1 July. This was taken at 11 am, and is already hitting 42 oC

THIS is the heatwave advice given to the Spanish population by the country's General Directorate of Civil Protection and Emergencies:

Keep your fluid levels up - drink plenty of water even if you don't feel thirsty.

Drink water only - avoid Alcoholic, caffeinated and sugary drinks (such as soda) which won't hydrate you the way water can.

Eat Light Meals - look for light foods that contain plenty of water, such as salads, fruits and vegetables.

Watch your family and neighbours -

keep an eye on vulnerable people and ensure they are following these rules.

The 'vulnerable' includes:

- infants and young children,
- pregnant women or nursing mothers,
- the elderly
- those with health conditions that may be impacted by extreme heat, such as heart disease, kidney disease, diabetes, hypertension, obesity, cancer, pathologies that hinder mobility, dementia and other mental illnesses

Stay in the shade - keep cool, and avoid the extreme temperatures of direct sunlight.

Stay indoors in the middle of the day - you should avoid physical activity or being outside if you don't have to, during this period.

Dress for the heat - wear loose-fitting and breathable clothing wherever possible.

Wear a hat - a simple and easy way to avoid sun stroke and to protect your skin and eyes from the sun's harmful UV rays.

Cars - You should never lock children, pets or the elderly in your vehicles at any time, but this is particularly true during high temperatures.

Don't be afraid to seek medical advise - if you experience symptoms of heat stroke, sun burn, or any other condition associated with high temperatures for more than one hour then you should consult your doctor.

Horror in Hawaii: islands hit by 'perfect storm'

THE devastating fires in Hawaii have been the deadliest in US history.

The fires broke out on three islands – Hawaii itself, Maui and Oahu. The worst hit was Maui, where around 300 buildings in the town of Lahaina were rapidly destroyed, after the 'front' of the wildfire began to advance at a mile a minute.

The severity of the fires were because Hawaii was hit by a 'perfect storm' of contributory factors. August is Hawaii's dry season and since the beginning of the month, the islands were in drought conditions, with Maui in particular escalating to a "severe drought" on 8 August, according to the US Drought Monitor agency.

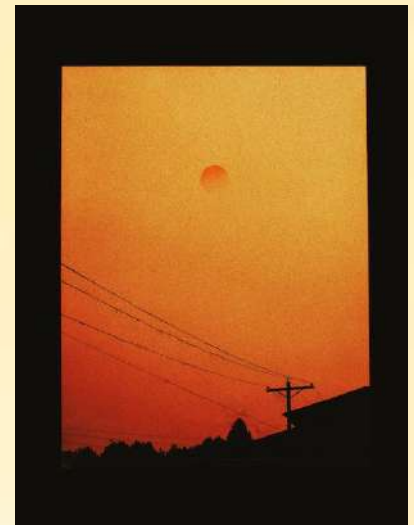
The islands were then hit by 60 mph winds, due to Hurricane Dora which had just passed several hundred miles off the islands, which, when the fires started, created a "fire hurricane", according to the Hawaii Governor, Josh Green.

The other major contributory factor has been the historic introduction of non-native vegetation. Hawaii was traditionally covered by both sugar and pineapple plantations, which had been the mainstay of its economy. But with modernisation, new industries such as tourism and agriculturally a move to livestock, the plantations were replaced, with the last 36,000 acre plantation on Maui closing in 2016.

Unfortunately the vast areas covered in the past by plantations were seeded with non-native grasses such as guinea grass, molasses grass and buffel grass as livestock forage, which all originated in Africa. They now cover one quarter of the Hawaii State's total land area.

In addition, some non-native trees such as Pines, were introduced during the 20th century mainly to combat erosion, and also provide a source of timber.

Melissa Chimera of the Pacific Fire



Exchange, a Hawaii based project that shares fire science amongst Pacific island governments, said: "These grasses are highly aggressive, grow very fast and are highly flammable. That's a recipe for fires that are a lot larger and a lot more destructive."

Sources:

Independent, 14.08.23

New York Times, 13.08.23

The factors that affect wildfires

WILDFIRES normally travel at around 7 mph through forests, and 14 mph across grasslands.

However, people can be caught out when its 'Forward Rate of Spread' (FROS) can suddenly speed up, either due to wind or travelling uphill, as happened in Hawaii.

The flaming part of a wildfire is called the 'front'. As the wildfire front approaches, heat transfer takes place on the unburnt material ahead of it, which can reach up to 800 oC.

At 100 oC, wood is dried as the water within it vaporizes. At 230 oC, the wood release flammable gases. The greater the heat, the greater the heat transfer and therefore the speed of the wildfire's advance.

The wildfire also spreads through 'jumping' or 'spotting', as winds or vertical convection columns carry firebrands into the air.

This can lead to many deaths as people think they are safe behind what they think are firebreaks such as roads and rivers. Spotting can start 'spot fires' downwind of the wildfire.

In Australian bushfires, spot fires have been known to occur as far as 12 miles from the main wildfire front.

Why wildfires are on the increase



The main cause of ignition - humans

IT IS estimated that humans are responsible for around 85 - 90 per cent of all wildfires. The usual suspects are:

- Discarded cigarette butts
- Burning debris in back yards in fire prone areas
- Unattended campfires
- Vehicle Engine sparks – some wildfires have also been caused by vehicle collisions
- Fireworks
- Arson – the US authorities say these account for nearly 30 per cent of all wildfires.
- Downed powerlines – again, another threat from urban encroachment.
- Animal husbandry – where fires used to clear land get out of control.
- Coal seam fires – another cause in mining areas, particularly in China, some US States and the aptly named 'Burning Mountain' in Australia.

Mother Nature can also contribute of course, and did so long before mankind turned up. The most common is lightning, and burning debris from volcanic eruptions.

THIS summer has seen a proliferation of wildfires across the globe. In the eyes of many of the public and the media, the proliferation of wildfires this summer and the ongoing heatwave are all the cause of Climate Change. However, while this is obviously a main factor, there are other issues too.

The main impact of Climate Change is to extend the period of the time wild areas are susceptible to ignition, what is called the 'Fire Season'.

Cassandra Moseley, Associate Vice President for Research at the University of Oregon, said: "Fire Seasons are growing longer in the United States and worldwide. According to the (US) Forest Service, climate change has expanded the wildfire season by an average of 78 days per year since 1970."

Population growth across the world too has seen urban developments encroach into wild areas, whether wild land clearance in Africa to make way for agriculture and cattle grazing areas, or affluent 'leafy' housing developments in North America.

In California, for example, one study has estimated that by 2050, 645,000 houses in the State will be built in "very high" wildfire severity zones.

Obviously, more humans near wildland

prone to fire means a greater risk of ignition, human beings being the number one cause of wildfires (see below), whether discarded cigarettes or downed power lines.

However, encroaching human developments also removes the tactic of containing fires by letting them burn out in desired areas, rather than a massive fire-fighting operation.

Cassandra Moseley outlines the experience the USA: "In recent decades, development has pushed into areas with fire-prone ecosystems – the wildland-urban interface. In response, the Forest Service has shifted its priorities from protecting timber resources to trying to keep fire from reaching houses and other physical infrastructure. Fires near communities are fraught with political pressure and complex interactions with state and local fire and public safety agencies. They put enormous pressure on the Forest Service to do whatever is possible to suppress fires."

This 'wildland-urban interface' is causing a squeeze on both tactics and resources to fight wildfires. As the media turn up en masse as fires race

towards people's homes, the authorities are under enormous pressure to 'do something!' and throw less effective resources at the problem, because it reassures the public.

As Cassandra Moseley points out: "Another cost saving strategy would be to rethink how firefighters use expensive resources such as airplanes and helicopters. But it will require political courage for the Forest Service to not use expensive resources on high-profile wildfires, (even) when they may not be effective."

<https://www.vox.com/energy-and-environment/2017/10/12/16458242/risk-wildfires-worse-climate-change-california-san-francisco-los-angeles>

'As fires race for people's homes, the authorities can come under pressure to throw less effective resources at the problem, because it reassures the public'

Scientists sound alarm bells over Gulf Stream

THERE are growing concerns that the Gulf Stream may reach its ‘tipping point’ and cease to exist earlier than originally thought, possibly as early as two years time.

All scientists and the UN’s Intergovernmental Panel on Climate Change (IPCC) agree that unless action is taken on climate change, it will impact the Gulf Stream, or to give it its correct meteorological title, the Atlantic Meridional Overturning Circulation (AMOC). But the consensus was that this would not occur – if no action was taken – until the end of the century.

However, a new report led by Professor Peter Ditlevsen of the University of Copenhagen, which has been peer-reviewed, concludes with a 95 per cent degree of confidence, that AMOC will collapse at some point between 2025 – 2095, with the 2050s being the most likely.

The report was published in Nature Communications in July.

Professor Ditlevsen said: “I think we should be very worried. This would be a very, very large change. The AMOC has not been shut off for 12,000 years”

His report has been supported by other scientists. Professor of Climate Science at Exeter University, Tim Lenton, said: “The evidence is mounting and is in my view alarming. The report made important improvements to the methods of providing early warning of a climate tipping point directly from data... once past tipping point, the collapse of AMOC would be irreversible” (Financial Times, 25.07.23).

AMOC is the huge current that brings warm water to the North Atlantic from the Gulf of Mexico, where it cools, and its greater salinity – and therefore density – causes it to sink. This great body of water then flows back south, sub-surface, to warm up and rise up again in the tropics.

This vast, oceanic convection system transports heat to northern latitudes, and has

been the mainstay for northern weather systems. For the UK and Ireland, it has wrapped us in a comparatively benign maritime climate – warm and damp summers, mild winters, compared to the rest of Europe.

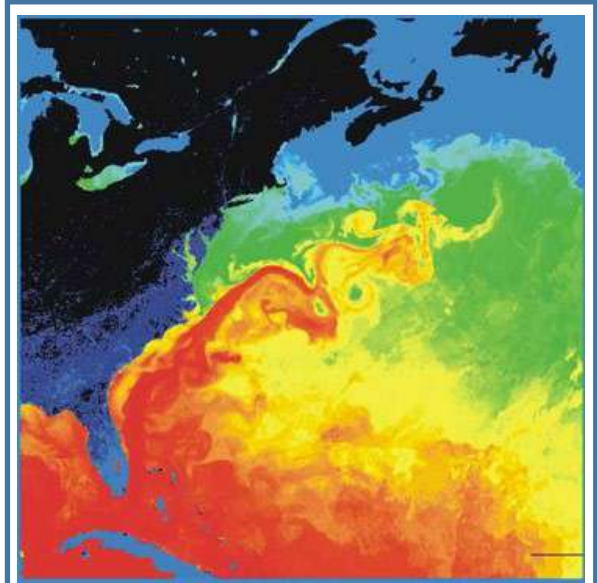
But all this depends on the AMOC waters cooling and sinking as it hits the Arctic. Unfortunately, global warming is destroying sea ice, allowing the AMOC waters to absorb more sunlight and exchange heat with the atmosphere. It then melts more ice, decreasing the salinity and making it less likely to sink. In addition, the melting glaciers and ice sheets are introducing more fresh water into the North Atlantic, which again dilutes salinity and adds to the process.

This will stop the ‘overturning’ and therefore the circulation of AMOC. Once it stops, it cannot be restarted as the warm water will effectively pool up on the surface and stay there, keeping the sea ice from reforming.

The collapse of AMOC would have an impact across the world, including:

- Disruption to seasonal rains in India, South America and West Africa, impacting on agriculture.
- Lower temperatures in Europe.
- Increased storms in Europe
- Raised sea levels on the eastern coast of North America
- Further impact on both the Amazon Rainforest and the Antarctic ice sheets.

The impact of the UK and Ireland would leave them colder and drier. It could result



■ The A thermal image of the AMOC, showing the cold and warm waters interacting

How do ‘tipping points’ happen?

A TIPPING point is where a series of changes driven by climate change act to reinforce each other, making it then virtually impossible to reverse the change. It was first noted in the Arctic’s Barrents Sea, where a body of cold water kept the warmer Atlantic Ocean water out of the basin. But with the warming climate, the cold Barrents Sea water gradually vanished, allowing the Atlantic water to invade and increase and speed up the warming process, with all the impact it had on the local environment.

in a drop in temperatures of 3 – 4 C, although this could be offset by the temperature rises caused by global warming. However, it would still mean a more European style weather system of hot summers and colder winters, with increases in snow storms and storm force winds.

The main impact however would be a huge drop in rainfall, which in turn would mean a reduction of arable land and as a consequence, agricultural production.

The impact on the aviation industry

REGULAR heatwaves will impact the aviation industry. As can be seen from the Gulf States, planes are perfectly able to take off in high temperatures.

However, high air temperatures require a higher take-off speed, which can dictate the maximum weight at which an aircraft can be dispatched. Therefore, we may be seeing reduced luggage allowances outside of the hotter areas of the world than at present.

Extreme heat also increases the risk of thunderstorms which will need avoiding, and an increase in turbulence. So in the long term, less luggage and more bumpy rides.

Sources

- Nature Communications, Article No. 4254, 25.07.23
- John Timmer, Science Editor,
- Arstechnica.com ,14.01.20
- Kate Underwood, Greenmatters.com, 26.07.23
- Guardian, 25.07.23
- Financial Times, 25.07.23

Experiences with FEMA

'Show Up!'



ED CONLEY gave a fascinating insight to his work and experiences with the Federal Emergency Management Agency in the USA, at an EPS webinar in July, organised by the Communications Professional Working Group.

At the event, he outlined the philosophy he developed for both himself and disaster management, not just the professional but the personal too.

Resilience summarises his presentation on his experiences at major events, from floods to 9/11, and also the core values that drive emergency management professionals.



ED CONLEY is a former FEMA who led teams during a wide range of disasters over 30 years, including the 9/11, Deepwater Horizon Oil Spill, the Ebola Response, Hurricanes Katrina and Andrew, Superstorm Sandy, and the 1997 Grand Forks Flood.

Between 2008 – 2012, he was also the U.S. Liaison Representative for Emergency Management and Emergency Public Information at NATO.

In his book *Promote the Dog Sitter*, Ed shares ten proven principles for acting decisively and leading dynamically throughout any disaster, drawing upon his extensive experience.



■ Ed often appears on US TV as a subject matter expert on disasters

What makes us do it?

Ed said that emergency managers were a strange breed. He opened the session by explaining that he had done the job so long, he now always puts dates alongside incidents he has worked on.

He said: “If you say to me 1993? I’ll immediately think ‘Oh, that’s the year of the great floods in the Mid West in the US’. I don’t know why I correlate years with incidents. I wonder if you do the same thing?”

But things like that should not concern us, he said: “Rather than come up with the perfect description of our jobs, we have to embrace what we do.

“We have to accept that we are kind of unique and eccentric, and at times a crazy bunch of people, who have embraced and thrown ourselves into this wonderful important cause and career.”

He said we can get casual and routine about our profession and the enormous responsibilities we bare.

He said: “During a hurricane recovery, I walked by colleague who was working at her desk, and asked how it was going. She said: ‘Its amazing the authority the US government gives me. I’ve just signed off \$100 million for debris removal. In normal times, I need 10 signatures on a form if I just want to replace a pencil!’”

He continued about the three core pillars he had adopted for himself: “ ‘Embrace it’ is one of the three pillars that I have adopted for my personal mantra in terms of being involved with emergency management, emergency planning and emergency response.

“The second pillar I have is constantly trying to educate myself on the structure and the framework that we operate within – the laws, the policies the programme, the doctrine the checklist, the training, the entire framework.

“That drives what we can do and how we do it. I want to learn all I can. I’m the type of guy that when I was working away from



‘You need to develop the courage to think, the courage to act decisively and the courage and ability to break rules at times, but to break rules the right way’

home for FEMA, I would sit in my hotel room at night reading the Stafford Act” (the US equivalent of the CCA).

“The third pillar - I call it developing the courage to think, the courage to act decisively and the courage and ability to break rules at times, but to break rules the right way.”

Ed felt our profession needed to do more to equip the next generation of emergency planners and responders:

“ I don’t think we train young people or focus enough in helping the emerging generation, the next wave of emergency managers, to benefit from our experiences, our wisdom, our years in this business. We can do this by sharing our principles.”

The need for core beliefs

In his book, *Promote the Dog Sitter*, Ed outlines 10 principles for emergency management. He said he did not have time to go through them all at the webinar, highlighting instead three important ones – ‘show up’, be an independent thinker, and them ‘come home’ (see articles):

What are principles? In my mind it’s a series of core beliefs, the ideas that you carry deep inside of you, that you stick by through thick and thin.

It helps you make decisions when there’s no clear way on how to. The principles I use, I use for every disaster, indeed for anything that qualifies as a chaotic situation.

These principles are not dependent on the event, they are not dependent on title – you don’t need to be a leader of an organisation, they are usable and adaptable for everyone.

Why have them? I can’t imagine working in our business of emergency planning and preparedness, humanitarian relief and not have them.

As much as we have laws, checklists and wisdom, we still work in an unpredictable environment. Its ever-changing with new threats emerging. What are going to be the consequences of climate change are we entering the era of maybe civil unrest, Cybersecurity, population growth, high risk areas, and a public and community that perhaps are not as prepared as it should be. And perhaps even more challenging, a public that has lost a lot of trust in their government and private sector institutions.



Think in 3s!

What does it mean? One of my principles is ‘think in 3s’ Its an organisational tool to help you take thoughts and take action in a crisis. Its basically:

- 1- identify your needs
- 2- identify your priority
- 3 - communicate your decision.

I love it, I use it all the time. In disasters we tend to go from information void to information overload very quickly.

You should remember though it is a tool, not a rule. Sometimes we zero in on a particular recommendation and we grab hold of that and we are going to stick with that no matter what. You don’t have to be rigid – you don’t just have to have three priorities, you can have one priority or five priorities, depending on the situation.

The second thing, you don’t need to overthink it. You can trust your instincts, trust the feelings you are picking up based on your pre-event research, your knowledge

Here’s a simple example of using ‘Think in 3s’. We were a small FEMA in Denver waiting to deploy to New York after 9/11, due to arrive the next day. While we were sitting in the plane on the tarmac, we started discussing what our priorities should be.

We came up with three priorities – book a hotel for the duration, let’s introduce ourselves to the key people in the city, and let’s introduce ourselves to the urban search and rescue team, who we are going to be supporting over there.

That was it – were those the best priorities? Didn’t matter: they were achievable, they were actionable and it gave us a sense of something to accomplish and gave us something to start with as soon as we landed in New York.

Major disasters Ed has been involved in the response to - above, the Haiti earthquake, and left, 9/11



‘You don’t need to overthink things. You can trust your instincts, trust the feelings you are picking up based on your pre-event research, your knowledge’

Show up!

Ed's core principles

ED went through three of his key principles that framed his thinking. He said: "I always evaluate principles that I adopt from their transformational capability – can they be big, can they be impactful. I find it helps me do my job and I love that."

The went three principles he highlighted were:

- Show up
- Be an independent thinker
- 'Come home' – step away from that disaster, step away from the profession

IF YOU are going to work in this business, to commit to be of service to people in what can be some of the most difficult situations in our lives – you need to be the type of person they can count on. To be that type of person, you need to show up.

We hear 'show up' a lot in the US, its become a very popular phrase.

'Showing up' was brought home to me by my father, who was a First Lieutenant in an Infantry company during World War II and Korea. He said in the early years they felt that the senior officers didn't really care about how many of them got killed.

But then they had a Colonel Ridgeway take over – he would come to the front and stand with you, ask you your opinions about what you thought needed to be done. Even 60 years later my dad still remembered that moment that someone had showed up for him.

My personal metric as to whether I had 'showed up' at a disaster is: I was on scene, you have to be on the scene, walk the rubble, smell the smoke, to have touched it.

My second criteria is who was I interacting with. Was I interacting with a significant number of people outside my organisation, as well as people inside my organisation? Was I meeting survivors? Community leaders, elected officials, private sector – that broad range of people beyond our set circle.

And thirdly, did I have a 'title', did I have a position for a particular event, what was my role, was I going to be held accountable?

My experience was that our agency was measured on its ability to show up and help with disasters. Day to day, outside of disasters we did a lot of great things on prevention, preparedness, recovery,

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funding emergency responses – we did other things rather than just deal with disasters. But ultimately showing up at the scene of a disaster was what we were judged by. The better we did at that front end, of being seen at the scene, it then gave us opportunities to gain achievement in those other areas.

You need to demonstrate your preparedness on a personal level. You should take personal preparedness seriously – have you got the right boots, the right clothes, the right equipment to take care of yourself, have you looked at the history of similar events so know what to expect?

I went as far as to take training for a First Aid certificate so I could take care of myself and my team a little bit better.

There are three mistakes organisations can make in this area:

- don't show up at all.
- they can pretend to show up, but in reality are just there as an observer, what we call a 'chaos tourist'.
- Or you can show up but are totally unprepared.

If you show up you've got to be ready to go from the start.

'Day to day, outside of disasters we did a lot of great things on prevention, preparedness, recovery, funding emergency responses – but ultimately showing up at the scene of a disaster was what we were judged by'

Be an ‘independent thinker’



■ Ed gave his fascinating presentation via Zoom from his home in Seattle. The webinar was held in July, and organised by the EPS’s Communications Professional Working Group.

Around 60 EPS members joined the event. The event was recorded, so if you missed it, it will be available soon on the new EPS website.

“ YOU need to be a risk taker in what is often a risk averse environment. All Federal agencies can be bureaucracies that attract risk avoidance. But in a disaster, it is a totally different environment, so you have to know how to speak to power and authority, of how to speak the truth to authority.

Make sure you draw your own conclusions - don’t go along with ‘group think’. Always think what needs to be done, and why – we can often jump to resources as the solution, but we should always think: ‘ what is the problem we are trying to solve?’

For example, I was involved in the response to the Grand Forks flood, which caused \$5 billion in damages, 53,000 people had to be evacuated, we had a river 26 feet above flood stage, and 95 percent of homes affected.

Our Crisis Centre got a call out of the blue asking for an Epidemiologist. Why? There’d



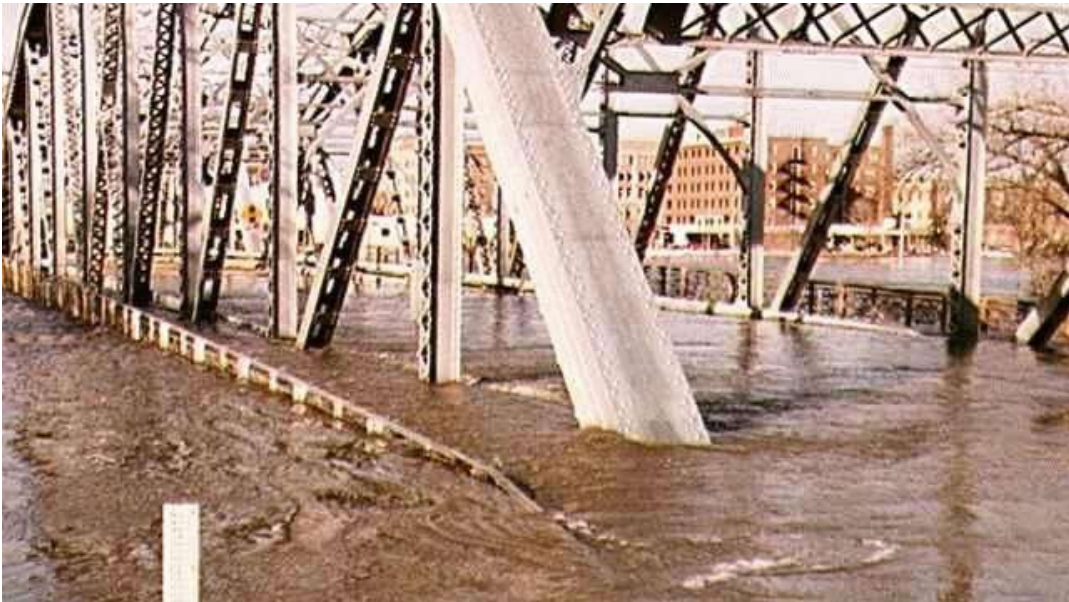
been a lot of calls from the public with worries about the hazards of cleaning up post-flood mould in their homes.

So they didn’t really need an Epidemiologist as it wasn’t illnesses that needed treatment. They needed information and advice. So we got flyers from the Public Health agency on the best way to protect yourself when clearing up mould, and then got them delivered door to door.

Another example was Craig Fugate. After the criticism FEMA received over its handling of Hurricane Katrina, President Obama appointed Craig Fugate in 2009 as the new Director of FEMA, because of his wide experiences of dealing with hurricanes.

But Fugate rightly said ‘stop’, don’t assume the next major event will be another hurricane, we prepare for all events. You don’t assume the next major event will be like the last one. And sure enough, we then had the Deepwater Horizon oil spill, major wildfires and the Haiti earthquake before we had another major hurricane. ”

‘In a disaster you have to know how to speak to power and authority, of how to speak the truth to authority. Make sure you draw your own conclusions - don’t go along with ‘group think’



■ Top right: the aftermath of Hurricane Katrina. Right: the Grand Forks flood



■ Rescue dogs can become on site 'comfort dogs' for both responders and victims

Promote the dog sitter!

ON the subject of being an independent thinker, Ed cited an example from 9/11, which explains the title of his book, Promote the Dog Sitter.

An unexpected story during the subsequent search and rescue operation, had been public interest in the rescue dogs used.

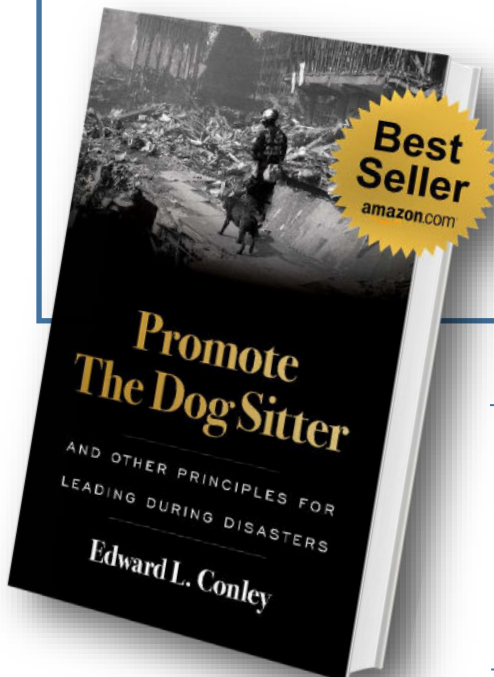
Ed said: "The dogs became a symbol of hope, in what had been a terrifying situation."

So they got a PR agent just to deal with the increasing incoming media enquiries about the dogs. Ed said: "During incidents, you never know who will step up.

"This guy never slept, and used the media to educate the world about rescue dogs, including their value not just for search and rescue, but how they became on-site 'comfort dogs' for the weary rescue parties.

"Indeed, in the US the increasing use of therapy dogs today can be traced back to this guy's work during 9/11.

"The point is, there is nothing in the rule book that says you'll need Press Officers for rescue dogs."



'During 9/11, the rescue dogs became a symbol of hope - the point is, there is nothing in the rule book that says you'll need Press Officers for rescue dogs'

Time to 'come home'

ED said it was important to balance your personal life, how to keep yourself physically and emotionally balanced: "It is not something the profession teaches us", he said.

He said it didn't matter what your outlet was, whether spiritual, yoga, mindfulness, sport or a creative outlet like art or playing a musical instrument.

He cited an example of a Town Mayor he worked with during a major incident, who told him that whenever the job seemed overwhelming, they would arrange a visit to a local school because the cheerfulness of the school children always rubbed off on them.

The point was to know when to 'turn off' from what is a very stressful and pressurised environment. ■





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