TERRORISM

Lessons of Paris and Brussels

US AWARD: medal for Scott Wilson

WATER, WATER: flood emergencies

999 SERVICE: 80 years on

CONFERENCE 2016: reports

www.the-eps.org
Your Board of Directors

The Board of Directors is the body which has collective and corporate responsibility for governance and providing leadership to the Emergency Planning Society. It is also responsible for ensuring the EPS and its members fulfil its stated objectives and act in accordance with its By-Laws and Articles of Association. The Directors and their contact details are:

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RAB Consultants delivered an exercise for the Food Standards Agency across three control posts in London, Cardiff and Belfast using its Exercise Messaging System ExMS.

"Exercise Prometheus delivered a successful test of the FSA’s Incident Management Plan and has identified a number of ways in which we can strengthen our capability and resilience arrangements."

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Dear Member

I am pleased to present the fourth and final edition of Resilience for 2016. Terrorism, and its impact, features prominently in this edition, and we have included lessons emerging from the Paris and Brussels attacks. I am delighted to congratulate Detective Chief Superintendent Scott Wilson from our London Branch on his recent award in the USA of the prestigious 2016 International Police and Public Safety 9/11 Medal for Counter Terrorism. Scott is a Metropolitan Police officer and National Coordinator for the ‘Prevent’ and ‘Prepare’ strands of the UK Counter Terrorism Strategy. More details of his award appear in the magazine.

The EPS is now registered as part of the ‘industry self-delivery’ programme for Project Griffin, which is operated by the National Counter Terrorism Security Office. Its aim is to enable businesses to raise awareness of the threat of terrorism and ultimately help protect cities and communities. The EPS is pleased to play its part, and EPS trainers will be delivering a range of modules around the UK. More details appear in the magazine.

It is now some 80 years since the ‘999’ emergency service was introduced in the UK, and we have an article recording the anniversary, plus a piece about how a similar service is delivered in other European countries. We also take a close look at EPS conference reports from our Cardiff event in September, and examine aspects of flooding.

We will be staffing an EPS display stand at the UK Security Expo at London Olympia between 30 November-1 December 2016, and some of our members will be speaking at the conferences, which are free to attend. We do hope that you will find time to visit our stand if you come to the Expo.

Our new EPS website will be going live in December, and I would like to thank all those who have contributed to its development. The range and quality of the content will depend largely on members’ contributions, particularly at Branch level, where there will be the facility to highlight what you do, and to share learning and experience.

Arrangements are well underway for EPS partnerships at key events in 2017, including:

- Flood and Coast: Telford, 28-30 March
- Security and Counter Terror Expo: London, 3-4 May
- Emergency Services Show: Birmingham, 20-21 September
- UK Security Expo: London, 29-30 November

Details of our Annual General Meeting, Resilience Awards and Conference 2017 will be announced soon.

With best wishes,
Tony Thompson
Chair EPS
OVER 100 people attended this year’s EPS conference at the SWALEC stadium in Cardiff in September.
Sessions included counter-terrorism, cyber attacks, flood events, community resilience and crowd safety.
It wasn’t just a talking shop though, many members attending the Annual Gala Dinner and Resilience Awards the night before.
Reports on some of the presentations are carried throughout this issue.
The issues in Scotland

AMONGST the conference speakers was Jim Sharpe OBE of the Met Office. Jim outlined the relationship with National Resilience Centre Scotland, in particular the Hazards and Risks Group, and the issues they face in Scotland.

Jim said: “The big problem we have during weather incidents are the number of bridges where closing them causes major issues. We also have a particular issue with landslides. The A882 in the western Highlands in particular is prone to landslides with diversions of 60 – 80 miles.”

He said flooding was covered by the flood warning centre and they are backed up by the Scottish Flood Forum. He said the main problem was prolonged rainfall (rather than flooding) that caused problems - farmers in the western and northern Isles of Scotland have had to start importing fodder for their livestock, because the crops had been damaged and they needed food for the animals. On the other side of that, he said, another issue to consider was drought. He said: “UK infrastructure is built on rain and actually if we go without water for three weeks, then farmers have to think about how to get water in.”

Conference also heard from John Perkins, of the Sports Ground Safety Authority, who as authors of the Green Guide are unique as the world’s only government body set up specifically to develop safety at sports grounds.

And the winners are...

Most Innovative Product of the Year – PlanB Consulting

Emergency Planning Initiative of the Year Award – Bracknell Forest Council

Voluntary Sector Award – Ian Taylor and Event Volunteers for the RAFA Shoreham Airshow

Resilience Team of the Year Award – Resilience & Emergencies Team, WSCC for the Shoreham Air Crash 2015

EPS ‘Member of the Year’ Award - Andy McCombe

EPS ‘Branch of the Year’ - East Midlands Branch
The main theme at this year’s conference was cyber crime. This was reflected in the choice of guest speakers from experts in terrorism through to financial consultants who work with businesses to uncover loopholes in their systems where crime can take place. Delegates were reminded too of their responsibilities as senior managers in both the public and private sector organisations of the need to be vigilant – particularly when it came to terrorism and terrorism suspects.

Speaker and Queens Police Medal holder Stuart Hyde explained that while we are all concentrating on the wonders of technology, there is a danger we have become too lax generally about cyber security. His point was that the criminals only need snippets of information to get into your bank account, company data etc and they do this in all kind of ways which at first seem fairly harmless.

Things that people should watch for included:
- How easy is it to get into your wifi?
- It might be a phishing email, spam or what’s known as spear phishing (this is where the fraudsters have an actual target rather than just generally phishing).
- You might get a call asking for some info which seems harmless enough. However, it is being used to piece together a bigger picture. The fraudsters’ aim is to get you to trust them.
- Fraudsters have a back story e.g. they are from your bank, they just need to check something so would you mind if I have your password? Next thing they have taken the money and gone.
- Where departments deal with lots of invoices it is easy to send across false ones asking for information or overdue accounts. Next thing you have paid out to a fraudster. Stuart gave an example of one company which paid five invoices which had been replicated with just a few changes – they paid out £45,000.

He said the three areas to focus on were ‘Personal, Organisational and Business’. Stuart added that the big problem was PICNIC – the ‘Problem is In the Chair, Not In the Computer’. He said: “You can build your firewalls and have technical solutions, but a lot of the damage can be caused by the person in the chair.”

He gave an example of an employee who had faked documents and stole £20,000. He said: “Think of your IT security like securing a room - we need a badge, or there are secure badges to get into secure parts of the building. There is an alarm system, plus the staff know who to allow entry. It is no different online – monitoring alerts, only certain people having the passwords and user profiles etc, so you know who is doing what.”

Also addressing conference were Gareth Neal and Peter White, of Price Waterhouse Cooper. They too pointed out that organisations should invest more on the people side, not just technical. They said PWC do technical testing for clients to find the cracks in the system - 80 per cent of their findings were related to people, and only 20 per cent were technical.

The powerpoint presentations by most of the speakers at conference are now available for members on the EPS website.
Many Members arrived the day before the Conference to enjoy the Annual Gala Dinner held at the SWALEC stadium in Cardiff.
London EPS member receives top US Award

SCOTT Wilson is a Detective Chief Superintendent in the Metropolitan Police Service, and is the National Coordinator for the ‘Protect’ and ‘Prepare’ strands of the UK Counter Terrorism Strategy, based at the National Counter Terrorism Security Office (NaCTSO). He is a member of the London Branch of the EPS.

He was recently presented with a prestigious award in the United States of America.

Scott was awarded the prestigious 2016 International Police and Public Safety 9/11 Medal for Counter Terrorism, during a ceremony in October, in San Diego, USA.

The medal was presented by the INTERPOLPOLICE - Morrone 9/11 Center for Counter Terrorism and Public Safety during an annual event that recognises officers who have demonstrated outstanding bravery, extraordinary achievement, and distinguished leadership in the fight against international terrorism.

The award is divided into nine categories and nominees represent current and former police, public safety and government organisations from a dozen countries.

The 9/11 Award programme was established in memory of Fred V. Morrone, who was the Superintendent of Police and Public Safety at the Port Authority of New York and New Jersey. He and 36 of his fellow officers died in the towers on September 11, 2001. He was the highest ranking official and police officer to perish that day. In addition to the Port Authority officers, 23 New York City police officers gave their lives.

During a memorial service in New York City, the police leadership agreed to establish a programme offering an intelligence and educational forum in his name to assist police and public safety worldwide. Later in 2007 the 9/11 Award programme was established to recognise officers who have distinguished themselves around the world in the continuing fight against terrorism.

Human Aspects reports now available

LAST year the Human Aspects Professional Working Group (The HAG) ran two workshops drawn from the experience of practitioners and those affected by incidents.

The first focused on the Human Aspects of emergencies overall.

The second workshop looked particularly at the needs of children and young people.

The Report on the Workshops is now on the EPS Website for discussion about some of the issues, especially in the light of the newly published Cabinet Office Guidance: Human Aspects in Emergency Management.

In addition, the Report Children, Young People and Flooding: Recovery and Resilience of the research discussed in Workshop 2 is now available (see page 11). This gives insight into a neglected area - how children react and how they could be supported.

All of these documents are available on “Humanitarian Assistance Share-Point” on the EPS website; www.the-eps.org/humanitarian-sharepoint.

Delegates at the second workshop organised by the Human Aspects Group

West Mids Branch gets spaced out

THE West Midlands EPS branch have prepared a new programme of activities, including a presentation on Exercise Aurora, a major space weather exercise that takes place in December in Staffordshire, organised by the Staffordshire Civil Contingencies Unit.

It is believed to be the first such exercise held outside London, and will form the basis of similar exercises to be held in other resilience forum areas.

This will be followed in January with a presentation by Inspector Lisa Robson of West Midlands Police, on Operation Pelkin - the planning for October’s Conservative Party conference in Birmingham. To find out more contact William Read on William.read413@btinternet.com
THE Fire Industry Association’s (FIA) Annual General Meeting was held recently, celebrating the double anniversary of the two founding trade associations. The FIA is a not-for-profit trade association promoting professional standards in the UK fire safety industry.

The Association was formed in April 2007 out of a merger between two longstanding and well-respected trade associations, the Fire Extinguishing Trade Association, founded in 1916, and the British Fire Protection Systems Association, founded in 1966—100 years and 50 years respectively.

In honour of this occasion, a short 8-minute film was produced and played at the event to showcase the FIA’s history, surviving two World Wars to become the important institution that it is today.

The film, ‘The FIA – A History’ was extremely well-received.

Guest speakers during the afternoon were comedian Dominic Holland and Ron Dobson, from London Fire Brigade and CFOA. Dobson highlighted that it has been 350 years since the Great Fire of London, and 150 years since the beginning of London Fire Brigade, which set the scene well for the FIA’s short documentary to celebrate its double anniversary.

Networking opportunities will be held throughout the event, along with the chance to view and review some of the latest in CBRNe technology and equipment through the 40-strong industry-focussed exhibition which runs alongside the conference.

Companies - including Biofire Defense, BBI Detection, Cristanini, Pony Industries - have signed up as sponsors so far, while Airboss Defense, Air Techniques International, Argon Electronics, Bertin Technologies, Passport Systems, Proengin, First Line Technology, Decon7, Tracerco, Lakeland, Blucher GmbH and Inficon have booked stands already.

To book your place, visit: www.cbrneworld.com/events
his year’s Emergency Services Show in September was the biggest in its 10-year history and provided a fascinating insight to the UK’s fast-evolving emergency services industry. The move to the larger Hall 5 at the NEC enabled the organisers to offer more free learning and networking opportunities than ever before, with over 80 free seminar sessions, numerous CPD workshops and skills stations, live demonstrations and water rescue displays on the Pendigo Lake directly outside the exhibition hall.

A record number of 6,433 visitors were attracted which included a 45 per cent increase in overseas visitors. Exhibiting at the event, Alex Creamer, Head of Business Development at Steroplast Healthcare Ltd said: “It’s a great gateway to the emergency services sector. You are covering everything from coastguards to the police to the military. There’s a wide range of buyers here including emergency services from abroad.”

The event broke new ground with features dedicated to drones and ICT innovation, and a new “show within a show” which showcased the work of the fire and rescue services in the areas of health, wellbeing and prevention for the first time. Supported by the Fire Kills campaign and Chief Fire Officers Association (CFOA), Home Safety 2016 comprised a free two-day seminar programme and a dedicated exhibition showcasing specialist equipment for the safe home.

Over 20 per cent of the 460 exhibition stands were taken by new exhibitors. These included WASP Rescue. The Warning Alarm for Stability Protection (WASP) was most recently deployed on the high profile bridge collapse on the M20 to monitor the remaining pier to ensure rescue workers were protected during the recovery and clean up phase. Co-founder of WASP Rescue, Matt Keogh said: “This was our first ever show. There were a lot of people there who need this equipment and I could spend six months travelling the country to speak to all the people I have spoken to in the last two days – fire services from all over the UK... It’s money well spent in my opinion.”

Another company making its UK debut was Dechoker. Director of European Operations, Alan Walton said: “The Emergency Services Show was an outstanding success for us at Dechoker Europe Ltd and our distributors, Pro-Trainings Europe and Community Heartbeat Trust. The level of interest in our life-saving Dechoker Anti-Choking Device was phenomenal! We will certainly be present at the 2017 show.”

Successful partnerships between the emergency services and other agencies were showcased within the seminar programmes and on the exhibition stands. In the Learning Zone (curated and inspired by JESIP and the National Operational Guidance Programme) senior figures from the fire, police and ambulance services shared their experiences of corresponding to incidents including the Bosley Mill fire, Christmas 2015 floods and Shoreham air crash. Meanwhile at the entrance to the show, Excelerate handed over a joint command unit to Northamptonshire Police and Fire and Rescue Service. The new command unit will provide a base for commanders when in attendance at large scale or major incidents. All of Excelerate’s integrated technologies have been designed to facilitate joint working, while enhancing operational efficiency and further supporting resilience for Northamptonshire’s incident response capability. With the Government’s drive towards greater collaboration and sharing of resources across the emergency services, this new joint command unit is at the forefront of this transition.

In the ICT Innovation Theatre, the session on the Emergency Services Mobile Communications Programme (ESMCP) presented by the Home Office, Motorola and EE attracted a great deal of interest. ESMCP is the programme to replace Airwave and provide integrated critical voice and broadband data services for the three emergency services.

The College of Paramedics area was expanded this year enabling over 700 people to attend the CPD sessions on the first day alone. Elsewhere the new Trauma Care & Education Zone offered further CPD opportunities through four skills stations covering airway management, haemorrhage control, splinting and immobilisation and burns. Physio Control’s own Learning Centre also proved very popular.

David Brown, Event Director for The Emergency Services Show said: “The Emergency Services Show represents the UK’s largest multi-agency gathering, and it continues to grow. This year’s event perfectly captured the spirit of collaboration between the emergency services and the vital role played by new technologies. We were delighted with the way in which our new features and exhibitors were received and are grateful for the support of the many organisations and sponsors who have helped us to ensure the show evolves each year.”

The Emergency Services Show will return to Hall 5 at the NEC from 20 - 21 September 2017. Entry to the exhibition and seminars and parking will continue to be free of charge. More details of the 2017 event will be published on www.emergencyuk.com
Preparations underway for second flood expo

THE Environment Agency with Trio Events are to convene the second Flood and Coast conference and exhibition 28–30 March 2017. They are seeking all flood and coastal risk management professionals to attend what promises to be the largest gathering of thought leadership for flood defence and coastal erosion in the UK. Once again, the EPS will have a stand at the event.

Led again by the Environment Agency, the event will draw together key stakeholders from the flood and coastal erosion risk management (FCRM) community, including local authorities, Emergency Services and planners, civil engineers, infrastructure owners, consultancies, utility companies, contractors, businesses, community groups, flood research consultants and universities from across the country.

Clare Dinins, Deputy Director, Flood and Coastal Risk Management at the Environment Agency and Chair of the Advisory Committee, said “We are trying to reach a wide audience covering the whole flood risk community. If we can help to connect people and share ideas, then I think that we will be better placed as a community to support businesses and people at risk. I would like people to leave the conference and exhibition with far more contacts in the flood and coastal risk management community, with ideas to help their work area and to help them understand the part they play in shaping the future of flood and coastal risk management.”

Val Johnston-Jones, Flood and Coast Project Director, said “Our first Flood & Coast event in February 2016 was set up to tackle exactly the sort of flood disasters that happened in Cumbria, Yorkshire and Somerset and the devastating effects of coastal erosion in Cornwall, Norfolk and other parts of the UK due to on-going climate change. The 2016 event featured 170 speakers, over 100 exhibition stands and attracted visitors from all over the UK and abroad. Flood & Coast 2017 will build on this success giving all those involved in managing flooding and coastal erosion the chance to swap ideas, listen, learn and plan for the future.”

“We will be showcasing the latest thinking from academics leading research at our top universities, as well as from the practitioners and specialists who deliver FCRM excellence on the ground. If you have a story to tell about your research or how you’ve applied new technologies or approaches to FCRM problems, we want to see you at the event.”

The conference and exhibition aims to share the latest ideas and showcase up to the minute flood defence solutions and explain what the Environment Agency can offer to help prevent future flooding for local authorities and stakeholders. The event, taking place at the Telford International Centre, 28-30 March 2017 will host fellow professionals to exchange a broad range of perspectives on innovation and best practices in FCRM. Organised by Trio Events and Convened by the Environment Agency, the event is also supported by EPS and sponsored by Van Oord, VBA, C2HM, Flood Modeller Suite, Aecom, HR Wallingford, Mackley and IBS Group.

For further information see www.floodandcoast.com

Children and flooding: report now available

A PROJECT funded by the Economic and Social Research Council has launched a new report called Children, Young People and Flooding: Recovery and Resilience.

Whilst drawing on our previous research with children in Hull, this report represents the first in-depth exploration of children’s experiences of flooding in the UK.

Core themes emerged from the analysis, including:

- Children’s reactions to warnings and the need for greater flood awareness - currently in England and Wales there is no systematic or statutory flood education programme in schools (or in the wider community).
- Learning in school about flood warnings, how to make a flood plan and flood risk was identified by the children as a key priority in helping to build resilience. Children’s perspectives on loss of possessions as a result of flooding, which has a tangible impact on all ages, and the children demonstrated a clear understanding of the effect of losing personal ‘precious’ items that embody memories. Other losses felt keenly by the children are those of friendship and social networks. Schools and communities could usefully acknowledge the range of losses experienced by children and ensure they receive appropriate social and emotional support during the lengthy recovery from flooding.
- Children’s experiences of recovery: recovering from flooding is known to take months and sometimes years. For children this disruption has often unseen impacts on their day-to-day lives as they endure a period of living with uncertainty long after the flood event. Being in temporary accommodation is particularly difficult, a situation worsened by lack of space, poor access to fresh food and for some children the upheaval of having to relocate several times before returning home.

Dr Marion Walker, a senior research associate at Lancaster University, who was on the project team, has asked EPS members to give their views on the report. She said: “Do get in touch if you have comments and feedback on the report and also keep us informed of any work that you are doing which builds on this research.”
THE keynote speaker at this year’s EPS conference was David Parkes of the National Counter Terrorism Security Office who outlined the new Counter Terrorism and Security Act. This comes as the EPS have now been invited to assist with Project Griffin. Key to the counter terrorism strategy is learning the lessons of recent attacks - that was a major section at the SARTISS conference in Romania, hosted by the Romanian Fire and Rescue services, who had speakers from both Paris and Brussels (see overleaf)
Learning the lessons of Paris and Brussels

The French authorities have been studying the lessons of the terror attacks in Paris on Friday 13 November, 2015. Surgeon General Henri Julien, of the French Society for Disaster Medicine, outlined what happened and the lessons identified, to this year’s SARTISS conference in Romania.

The attacks left 130 dead and nearly 400 injured. The attacks began just after 9pm. Three suicide bombers struck outside the Stade de France, there were attacks at restaurants and bars, followed by the mass shooting at the Bataclan theatre.

Henri Julien said they were dealing with several major incident sites, multiple firearm and explosive incidents, individuals known to be loose in the city wearing suicide bomb vests, as well as a thousand people held hostage at the Bataclan event.

In a normal single incident, the French emergency responders establish the expected cold, warm and hot zones – zone de soutien, zone controlee and zone d’exclusion. But given the fast moving pace of events and the changing multiple sites, Henri said they were “unable to ensure safety in all areas.”

Following the Charlie Hebdo attacks, the authorities were well prepared in Paris, reverting immediately to their ‘Plan Rouge’ which in the main, following the previous attacks, ensured there were good resources on standby of ambulances, police and firefighters, as well as 21 helicopters available for medical evacuations.

Of course, as the Army always say, ‘all plans fail at first contact with the enemy’. There were the usual problems that always arise in such multiple terrorist attacks. The mobile phone network collapsed, which in turn exposed how reliant many paramedics and emergency responders had become on their individual mobile phones, rather than a dedicated internal cross-service communications system.

The other issue was the avalanche of calls to emergency call centres from victims, relatives, the media and more worryingly hoaxes reporting ‘new’ but non-existent incidents, such as shootings at rail stations.

The main problem for the medical response was that the police, quite rightly, would not let paramedics into exclusion zones to attend victims, until they could be

‘MFTAs are not just something that only happens in Europe’

THE keynote speaker at this year’s EPS conference was David Parkes, of the National Counter Terrorism Security Office.

He told conference: “The new Counter Terrorism and Security Act ensures there is a legal duty to inform the relevant authorities if people are looking at radicalised or terrorist material. This applies to the public sector only. It doesn’t apply to the private sector, but they do need to be aware of what their staff are doing.”

He said HR and Personnel departments in the public sector need to be aware of what employees are watching on the internet or the online magazines they may be reading, such as, for example, Inspire, which is produced by Al Qaeda.

He urged against complacency. He said: “Everyone thinks that firearms attacks are something that happens only in Europe and it doesn’t happen here. Our firearms threats are not around AK 47s – even so, our threats come from hand guns and homemade IEDs. Don’t be misled. Think about vehicles as weapons, knives, machetes and crude IEDs. Neither does it make sense only to worry about these things in the context of a terrorism attack - whoever is carrying it out, it is still a weapons incident.

“All organisations need to think about planning for how they would cope.” He urged delegates to take up the workshops and courses offered by NaCTSO.

He added that the other major threat was cyber crime, which included attacks on our systems by foreign governments. For example, China and Russia have carried out state controlled attacks. He said: “China can dedicate more people to a cyber attack than we have in the British Army.”

The NCTSO offers workshops and courses.
sure the area was safe. In some areas, two hours passed before the paramedics could go in.

This was particularly frustrating for the medics because for the type of injuries being inflicted, speed is of the essence to save life. For gunshot wounds, death can come very fast because of the rapid loss of blood. Equally, for lacerations and burns caused by explosives, the victim needs to get to a surgeon as quickly as possible.

There is a current debate amongst the medical profession as to what the best response is to such incidents. Should the ‘peacetime’ practice of ‘stay and play’ – that is, an on site triage to assess the worst cases – still be used, or should the Israeli practice of ‘scoop and run’, grabbing the victim and getting them to hospital as quickly as possible, be better suited?

Given the delays in getting to the victims, in Paris, tourniquets proved vital – all French firefighters carry them, which helped save many lives.

Henri reported that the other major medical issues resulting from such a Multiple Terrorist Firearm Attack were:

- **Hypothermia** – victims can be lying on the ground for long periods, exposed to the elements.
- **Blood pressure** – in such traumatic events, failure to continually monitor blood pressure can kill: this has been a major lesson from Afghanistan.
- **Psychological trauma** – those who run for their lives are behaving in a normal, healthy way: ‘flight’ is a natural human response to protect themselves. The concern in such situations is for those who become ‘shock blocked’. They freeze and cannot function, thus putting themselves at risk from the terrorists. They are the ones who need help and need to be protected by those police on-site.

Several other lessons have been learned. As was also experienced at Orlando and Brussels, there were not enough stretchers. More disappointedly, there were failings in the tracking system used by the Parisian responders – this is a colour coded, bar code card that accompanies the victim which gives their details and helps track them.

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**Troops on the streets of Florence - the attacks on Paris and Brussels has led to tighter security across Europe**

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### EPS members called on to provide Project Griffin trainers

THE EPS is now registered with the National Counter Terrorism Security Office, meaning that EPS approved trainers can now deliver one or more of the current 14 modules offered under Project Griffin, following appropriate training by NaCTSO.

- Project Griffin is the national counter terrorism awareness initiative for business produced by NaCTSO to protect cities and communities from the threat of terrorism. The aim of Project Griffin is to:
  - Help understand the threat from terrorism to the UK
  - Guide individuals on what to do if they find themselves involved in a terrorist incident or event that leads up to a planned attack
  - Enable people to recognise and report suspicious activity
  - Project Griffin holds briefing events to increase public and employee awareness of how best to reduce and respond to the most likely types of terrorist activities. The events are presented by trained advisors delivering a range of CT awareness modules.
  - The EPS has been allocated free spaces on the Project Griffin product induction workshops, that are to be held across England and Wales.

All Project Griffin materials have been provided to the EPS and are in a drop-box file which can be accessed by members via the EPS website.

The contract with NaCTSO has been signed by EPS Chair Tony Thompson, and he will be responsible for the oversight and approval of EPS Project Griffin trainers. All Project Griffin delivery must be provided free of charge, and trainers are not permitted to charge for course or module delivery.

All EPS Project Griffin trainers will be required to attend a Project Griffin product familiarisation workshop: if you wish to become a trainer, contact EPS Head Office on info@the-eps.org.
Brussels - the events in March

SARTISS also went on to study the attacks in Brussels in March 2016, where two suicide bombers attacked Brussels airport, while a third attacked the Maalbeek Metro station. Including the three terrorists, 35 people were killed and 324 injured.

The discussion was led by Martel van der Auwera, head of service for Urgent Aid at the Belgian department of health.

Like France, Belgium has rapidly built up its response plans, which intensified after the intelligence driven lock down of Brussels on 29 November 2015.

Interestingly, the first emergency 112 call about the attack came from 10km from the airport, from a man who had been talking to his son on his mobile when the bombs exploded. This was a full two minutes before any calls from the airport itself. As Martel commented: “People are not trained to call when stressed.”

Fortunately, the first attack came just as most hospitals in the city were changing shifts. As news broke those due to go off shift refused to go home and stayed on, thus doubling personnel capacity at the receiving hospitals.

Another piece of good fortune was that the first medics on site were an Army medical team who happened to be nearby, who had experience of battlefield type trauma injuries. This saved many lives and has raised questions of whether general medical staff should have more ‘war wounds’ type training in these troubled times.

Mutual Aid plans were immediately triggered, and by the time of the second attack on the Metro, resources were already assembled from neighbouring areas at designated car parks around the city. Mutual Aid preparations continued in readiness for a third wave of attacks, that fortunately never materialised.

The designated receiving hospitals dealt with over 300 victims, 10 per cent of which were ‘self presenters’ who were rushed to hospital by taxi drivers from the airport’s taxi rank, who had immediately self-organised into an impromptu ambulance service.

Martel stressed that while the focus is of course on the immediate victims, it must be ensured resources are still there for the secondary impact of such incidents:

- ‘normal service’ had to be maintained for the usual level of emergency response.
- In the first 24 hours after the attacks, the emergency call centres received around 17,000 calls.
- The closure of Brussels airport meant many flights suddenly being diverted to regional airports: temporary shelter and accommodation had to be arranged for 3,167 stranded passengers.

Martel van der Auwera, head of service for Urgent Aid at the Belgian department of health
The JBA Consulting team of water and environmental managers, engineers, scientists and designers have had a long term relationship with the Environment Agency, helping to deliver improvements to the natural and built environment.

With 21 offices in the UK and Ireland, JBA are growing rapidly. JBA has established a lead role in flood risk management and delivering actions aimed at increasing community flood resilience. Emergency plans are central to preparing and responding to flooding incidents. The emergency services, Environment Agency and local authorities, as Category 1 responders, have well developed plans made in conjunction with Local Resilience Forums. But many of their duties are relevant to homeowners, communities and businesses. Individual and community emergency plans can provide an overview of the risks, roles and responsibilities and potential actions. A structured approach can facilitate a coordinated response to a flood, which will help protect life and wellbeing and to manage property and environmental damage.

Emergency Preparedness Cycle

Preparing a Flood Emergency Plan is part of the “emergency preparedness” cycle. Planning for a flood event/emergency can help to:

- Reduce the risk to life and increase public safety
- Reduce damage and financial loss resulting from a flood event
- Increase individual, community and/or property resilience to a flood event

Depending on the purpose of the Flood Emergency Plan these may cover the entire emergency preparedness cycle or focus on one element e.g. the response.

Individuals and communities

Recent Government reviews such as the National Flood Resilience Review and Defra’s Property Flood Resilience Action Plan encourage authorities and those at risk of flooding to take measures to increase their resilience. One such measure is to prepare an individual, business or community Flood Emergency Plan. This will help homeowners, communities and businesses to respond swiftly and efficiently prior to, during and after a flood and to minimise its impact. In addition, a community Flood Emergency Plan can:

- Review the nature the flooding in your area
• Identify members of the community who have existing skills, knowledge and resources which can be utilised in a flood event
• Identify more vulnerable members of the community which may need additional assistance
• Provide procedures for the deployment of existing property-level protection measures
• Prepare contact details and communication arrangements
• Understand the role and responsibilities of external organisations
• Maintain community awareness of the flood risk
• Identify local flood warning procedures and options

New or re-development

For new development or redevelopment sites it is important to PLAN and prepare Flood Emergency Plans as a mitigation measure. In the flood risk management hierarchy, mitigation is a ‘last resort’ after all other options have been investigated and considered. The Planning Practice Guidance states that developers can use flood warning and evacuation procedures to demonstrate that the development will be safe and that residual risk can be overcome. It can also be used to help satisfy the second criteria of the Exception Test.

The Flood Emergency Plans prepared for development sites tend to focus on the response. The purpose of the plan is to prepare written procedures related to flood evacuation or containment which are to be followed in the event of forecasted, imminent or actual flooding of a site. The overall aim is to help those responsible for managing the safety of the site to facilitate a safe flood evacuation or containment.

No plan can be validated until it has been put to test

Exercising and evaluating a Flood Emergency Plan is part of the Flood Preparedness cycle. No plan can be validated until:
• TRAIN your staff / members of the community
• EXERCISE the Plan
• EVALUATE your individual, organisational and / or community response.

It is imperative that Flood Emergency Plans are tested in a safe training environment rather than waiting until a real flood event. Evaluating the response will help to identify where arrangements can be refined and where information may need updating to inform the next revision of the Plan. Flood Emergency Plans are ‘living documents’ and therefore, training and exercising is not a one-off ‘tick box’ event; it is part of a cycle of activities which should be repeated periodically. JBA has delivered numerous flood exercises which rehaeare incident and response plans and procedures for Category 1 responders (e.g. the Environment Agency) and Category 2 responders (e.g. Network Rail).

We work closely with the Environment Agency to provide flood exercises and modular based training using our bespoke JEMS software. Our flood exercising service has been fully endorsed by the Emergency Planning Society.

Preparing for Winter with the Environment Agency

As part of winter ready planning and preparations, JBA is supporting the Environment Agency to implement Exercise “Occam’s Razor”. Exercise ‘Occam’s Razor’ will test operational communication between flood forecasting and flood warning duty officers during a moderately sized river flood event. It is an emergency response exercise for the Environment Agency’s Yorkshire Area Flood and Coastal Risk Management teams.

Sara Lane, Senior Analyst for JBA and project manager for Exercise Occam’s Razor, commented: “The aim of the exercise is to simulate the real river flood event of 2015’s Storm Desmond, and to use this training opportunity to increase the Environment Agency’s duty officers’ confidence in their role and responsibilities for any similar future eventuality”.

The Environment Agency’s project manager Alan Smith remarked: “Exercise Occam’s Razor forms part of the Environment Agency’s preparation to be winter ready, and to provide a valuable training opportunity for our response staff.”

With this in mind JBA’s Exercise Management System (JEMS) will be used to deliver the exercise. JEMS has been specifically designed to mimic the telemetry systems used by the Environment Agency, Natural Resources Wales, and the Scottish Environmental Protection Agency and so it is ideal for use in this exercise to mimic the EA Yorkshire’s telemetry system.

Want to find out more?

JBA can help individual residents, business owners, communities and organisations such as the Environment Agency, NRW and SEPA to create and test a range of Flood Emergency Plans, as well as develop training and exercising requirements. You can read more about flood risk management on our website or please contact Sophie Dusting on sophie.dusting@jbaconsulting.com or 01675 437750 or our Flood Resilience Lead Phil Emonson at philip.emonson@jbaconsulting.com or 01392 904040.
Call for Government to clarify SuDS role

A NEW report, that attempts to provide a roadmap for flood prevention in the UK, has been described as a ‘direct challenge’ to the Government’s existing policy on Sustainable Urban Drainage Systems (SuDS).

The House of Commons Environment, Food and Rural Affairs Committee’s report, titled Future Flood Prevention, highlights the role that SuDS systems can perform as part of catchment management in preventing flooding, but criticises current implementation and the lack of understanding amongst key stakeholders of the role that SuDS can play.

Specifically, the report calls for DEFRA to respond to the report by February 2017 and set out how SuDS are to be implemented in the UK. Currently, measures in the Flood and Water Management Act 2010, specifically Schedule 3 that calls for SuDS Approval Bodies that will approve all new drainage systems for new and redeveloped sites, remain non-implemented.

According to the Committee’s report, a number of witnesses expressed strong concerns about problems with planning requirements for SuDS in new developments, which ‘lack teeth’. Specifically, the committee was told that fewer than 15 per cent of planning applications in flood risk areas included SuDS measures.

Dr David Smoker of ACO Water Management commented: “In effect the EFRA committee is directly challenging the Government to clarify the process of SuDS implementation, specifically what it intends to do if Schedule 3 remains non-implemented. Currently, we have a situation where there is no approval body or oversight of SuDS schemes, which inevitably leads to some poor designs, poor implementation and an increased risk of flooding. We need much greater clarity about the Government’s intentions in regard to Schedule 3 or a clear idea of what alternative measures it intends to adopt.”

Dr Smoker also welcomed the committee’s focus on calling for water and sewage companies to become statutory consultees on planning applications, encouraging them to take a wider role in local drainage, potentially leading to their adoption of SuDS schemes.

Floods - remember the emotional impact

FLOOD preparedness was a key discussion at the EPS conference in September. Speaker Gareth O’Shea of Natural Resources Wales, told the conference that Wales is different in terms of emergency planning.Flooding is one of the things where there is a difference. Things that happen to England don’t necessarily happen the same in Wales. He said: “Our role is similar to the Environment Agency but we are a conservation organisation and land manager. We get 9,000 calls every year and respond to 2,000. Calls are people on designated sites, air quality issues, wildlife crime, pollution, drought, maritime instances and nuclear issues as well as incident response.”

He added: “Our incidents have not been as serious as Cumbria but we have experienced serious events in Wales, such as at St Asaf in North Wales which saw flooding and a fatality, and flooded properties in Abersaywyth.

“This is where the flooding has the most influence on people’s emotional health. What we need to do is more work on is the follow up, during post recovery. “The Wales coastal flooding review was led by NRW. The aim has been to build community resilience at a local level, with a focus on prevention rather than response. At the conference, Heather Shepherd of the National Flood Forum - a flood victim herself - talked about the emotional and physical impact of flooding. She said: “Financial issues and everyday activities like washing can’t be done. Getting to school and work can become a thirty mile trip. What about possessions? You need to rebuy when you move. Recovery can take six to 18 months, which is how long we support people on average. You have to go out and re-clothe your family. Council tax becomes an issue. Accommodation can be difficult, people have to move out of the area to be rehoused somewhere else. The impact on pets is difficult, as many places you rent don’t accept animals – people often live in a caravan rather than see their pet in long term kennels. “People are pressed into settlements they are unhappy with but the tiredness and the stress means people just want things sorted. The insurance process is very daunting. You have strangers coming into your house and deciding what is going to happen in your home. “We help and support people with issues with insurance such as no response from a loss adjuster, or under insured, or quibbles over what the insurers will pay for. We still come across people where the insurers replace the wall cabinets on the floor but not the ones on the wall – an unacceptable solution.”

She added that the need to involve councils and housing associations is one of the key learnings from Cumbria.
The new year sees the 80th anniversary of the introduction of the 999 emergency call service, first introduced to London in June 1937.

It was the result of a public outcry two years earlier, when five women were killed in a house fire. The neighbour who had tried to call the Fire Brigade was incensed when he was held in a queue by the local telephone exchange. He wrote a furious letter to the Times, which prompted a government enquiry, which resulted in the service for London two years later.

The 9-9-9 format was chosen because of the technology of the time. In public telephones – which the vast majority of the public used, privately owned telephones being the province of the rich – the ‘0’ was dialled to contact the operator: it was cost effective to modify pay phones to provide the free emergency service using the number adjacent to the ‘0’.

It was also felt using 999 allowed people to still use the number – being one up on the rotary dial from the dial stop – when vision was impaired, either by a smoke filled room or a public phone box where the light had failed. In addition, in 1937 it was clear to all that the war clouds were gathering, and after the horrors of Guernica in the Spanish Civil War, it was understood London could face aerial attack more intense than the Zeppelin raids of the First World War, so blackouts would be introduced at night.

Obviously an awareness campaign was needed to educate the public in its proper use. On the day of the launch of the new 999 service, the London Evening News solemnly spelt out this advice: “Only dial 999... if the matter is urgent; if, for instance, the man in the flat next to yours is murdering his wife or you have seen a heavily masked cat burglar peering around the stack pipe of the local bank building.”

“If the matter is less urgent, if you have merely lost little Towser or a lorry has come to rest in your front garden, just call the local police.”

Much to the delight of the new system’s architects, the service had a good PR coup just a week later on 7 July 1937. A Mr Beard of Primrose Hill spotted a burglar in his garden at night, and his wife dialled 999. The burglar was arrested.

A grateful Mr Beard wrote to the Times: “My wife made use of the new signal...almost instantaneous connection was made with the police station, and in less than five minutes the man was arrested.

“It struck me, as a householder and fairly large taxpayer, that we are getting something for our money and I was very much impressed by it.”

With the new service came a perennial problem however. Of the 1,336 emergency 999 calls made in the first week, 91 were by hoaxers, pranksters or just the plain curious.

Given the service’s success, it was expanded to Glasgow in 1938 and then – after the interlude of World War II – to all major cities, from Birmingham to Belfast. However, it did not reach nationwide coverage until 30 years later in 1976, when the automation of telephone exchanges made it possible.

The first country to have a national emergency call service was Belgium in 1964. The USA did not introduce its emergency 911 service until 1968.

In 1972, the quest began for a universal emergency number, in Europe at least. At a conference in the Hague, the Postal and Communications Operators Administration, representing 48 different countries, agreed in principle to a universal number but that still alludes Europe to this day, although most now use 112.

The evolution of 112 was once again due to the old rotary dial telephones. In the 1960s and 1970s, phone dial locks became very popular with employers fed up with staff making personal calls, and with parents of teenagers furious with their phone bill. 112 could still be dialled even with the lock in place.

The European Emergency Number Association (EENA) is currently campaigning for 112 to be universally adopted. In the UK, 999 is of course too embedded to be suddenly changed, but if 112 is dialled, it will still automatically go through to emergency call centres here.

President of EENA, Demetri Pyrros, said it is the responsibility of each State to make it easier for those needing help to contact the emergency services. He said: “When someone is in an emergency, it is the State’s responsibility to make it easy for them. They are in a stressed state and should not be responsible for making decisions on what services are needed.

“There is far more travel between European nations today, so a single number is essential.”

999 80 years of emergency call outs
The digital age is revolutionising the emergency call out service, President of the European Emergency Number Association, Demetri Pyrros, told the SARTISS conference. The big breakthrough he said was Advanced Mobile Location (AML), sometimes called Advanced Emergency Location.

So far, only Android phones do it automatically, and the service currently only operates in the UK and Estonia, although it is being trialled in Finland.

On an Android phone, AML works like this. When a person dials 112, the device automatically turns on all technology in the device for geo-location, such as GPS, Bluetooth etc. It is only on for 20 seconds but this sends details to the 112 centre by SMS. There is no involvement by the user – it is automatic on Android phones in the UK and Estonia, at no extra cost to the user.

Demetri gave an example of how this helps emergency responders. In Estonia, a motorist in a remote area collided with a deer. He was unhurt but his car – and the poor deer – were write-offs. He phoned 112, unable exactly where he was. Using the mobile phone network he could be narrowed down to a 25 square kilometre location. However, as he had an Android phone with AML he could be targeted to a mere 12 metre radius around the handset.

Demetri said: “This increases location precision and reduces stress for the caller, and reduces response time, and costs, for us.”

Demetri also said that emergency call centres must engage more with social media – this had been the lessons from the terror attacks in Paris and Orlando. Hostages and potential victims reverted to Twitter and Facebook because they feared the gunmen would hear them if they contacted the emergency services orally. He cited a case during the Paris attacks where a man opened his window to shout at the terrorists and was shot dead. Seeing this, his neighbour contacted 112 via Twitter, fearful of making a noise.

Demetri gave a stark lesson on why emergency call centres must monitor and engage with social media. In Paris, the public began to self-organise. Tweets and Facebook entries circulated saying if your property was safe, open your doors so that those fleeing the gunmen will know it is a safe haven. While this was admirable and may indeed have saved lives on the night, the counter-terrorism strategy currently being launched in the UK is ‘run and hide’, and if hiding switch off your mobile as the terrorists may hear you. Also, as was seen in the MTFA in Mumbai, the terrorists may be monitoring social media traffic. So the jury is out on whether that was a wise call – albeit understandable and brave – by the Parisian public. But it does emphasise why emergency responders must monitor social media in such crises, to see what the public are doing, and intervene if necessary. The shape of things to come in terms of emergency call centres is currently being demonstrated in Finland. Alongside Demetri speaking at the SARTISS conference was Marko Nieminen of the Finish Emergency Response Centre Administration, which has responsibility for Emergency Response Centre (ERC) operations. The re-organisation of ERCs in Finland has been driven by economies, but also because – in terms of land space – the country is the fifth largest in Europe, yet only has a population of 5.4 million. Hence there are huge distances between centres of populated areas.

In Finland, the ERCs are not the domain of any of the emergency services, but is an independent agency within the Ministry of the Interior. They handle all calls, and between 2011 – 2014 reduced the number of ERCs in the country from 15 to six. They take calls not just for the police, fire and ambulance but also Social Services, which in turn is geared for emergency intervention. The inclusion of Social Services has much to do with the high suicide rate in Finland, particularly amongst young males, which is a higher rate than the USA, UK, France or Germany. The OECD average of suicides per 100,000 of population is 12.4 per cent: in Finland, it is 16.4 per cent. The figure is falling but it is yet to be deduced whether that is a result of inclusion of Social Services...
Services into the emergency response structure.

All ERC call handlers are professionally trained. They must either have completed basic police training and then undertake a further six weeks training, or have obtained a specialist Diploma – which can take 1 – 5 years dependent on level of part time study, or complete a three year Degree in Police Studies.

The advantages of the system said Marko, is that it has ensured “uniform procedures with no regional borders. There is no more ‘call this person first, before you call this person’ and so on.”

The advantages were he said:
• There is one call queue, with waiting time cut through a roaming facility to a less busy ERC.
• There is one national database of resources.
• Dispatching authority can be carried out by any of the ERCs, regardless of location. There is one national command and control structure.

Marko added: “It is more efficient to have access to all services in one room, to share information, which in turn needs less management.”

The Finish public appear to like the new service. In the annual national survey of public satisfaction with government service delivery, where services are rated 1 – 5, with 5 being ‘satisfied’, the ERC service consistently scores results of 4.4 – 4.5.

They are being innovative too. While Finland is still trialling AML for the 112 service, the Emergency Response Centre Administration has offered an App that means that when the caller makes a 112 call, it also automatically gives the ERC the geographical co-ordinates. The App is free, and already 15 per cent of the population has downloaded it.

Another initiative is to send the caller a link to allow them to send pictures to the ERC, similar to a system already used by the police in Switzerland.

‘Dispatching authority can be carried out by any of the ERCs, regardless of location. There is one national command and control structure’

- A mountain rescue vehicle on the Hungarian/Romanian border - most European countries now use the common 112 emergency number
Using technology to help vulnerable people

Laura Sweatman, Senior Emergency Management Officer, and Leal de Oliveira, Project Consultant at Surrey County Council, outline a new tool to help with identification of vulnerable people during an emergency

The Challenge
As we are aware the identification of vulnerable people during an emergency is vital to ensure that their needs are met. For many years Surrey’s Local Resilience Forum has worked together in an emergency to share information about known vulnerable people manually through the use of spreadsheets, which were then collated and sent to partners such as Surrey Fire and Rescue Service as required to aid a response.

The floods of 2013/14 identified scope for improvement. Eighty Seven vulnerable people searches were run in response to this incident. Therefore a desire to develop a simpler, quicker and more secure way of collating and distributing this data during an emergency arose.

The Chief Digital Officer and Head of Emergency Management at Surrey County Council took up joint sponsorship to tackle this challenge using a digital approach, building on the work of the Government Digital Service (GDS Cabinet Office) by delivering flexible and responsive technology to provide better outcomes for Surrey residents.

Vulnerable People Reporting System (VPRS) Solution
The Vulnerable People Reporting System which has been designed as a result of this project is a digital solution that provides a data sharing hub for the acquisition, validation, merging and visualisation of information about known vulnerable people. Consequently allowing this information to be passed onto the Emergency Services and other relevant responding organisations to ensure that their needs are met.

The solution is comprised of three functional components:
- A data upload portal (which allows partners, such as our eleven District and Borough Councils, to regularly upload information about known vulnerable people and their specific vulnerabilities at a determined frequency prior to an incident occurring).
- A data quality and matching engine (which at the point of an emergency will cleanse addresses and match data received from different partners to reduce inaccurate and duplicate information).
- A dashboard and reporting visualisation tool (which allow responders, such as Surrey County Council’s Emergency Management Team, Surrey Fire and Rescue Service and Social Care Services to easily identify any known vulnerable people who may have been affected by an emergency through the use of maps and reports to support the response). The information available for use includes:
  - The location of a vulnerable person (by address)
  - How many vulnerable people have been identified within an affected area
  - Any potential vulnerabilities and critical equipment needs that they may have
  - If a Care Home has been identified within an affected area
  - Which organisation/s the vulnerable individual is known to

This system allows responders to quickly prioritise and plan resource effectively when responding to an incident. It also reduces the time required for staff, (particularly out of hours), to consolidate information about known vulnerable people, therefore allowing them to use the time to support those identified more effectively. It also provides a mechanism to allow timelier and the more effective collaboration of responders in supporting our vulnerable residents.

Key Enablers - Partnership Engagement
The development of the Vulnerable People Reporting System has been a countywide collaboration involving a substantial amount of partners from across the Local Resilience Forum to ensure that this solution reflects our collective requirements at a strategic, tactical and operational level.

End users include Surrey County Council’s internal Social Care Team, eleven District and Borough Council’s and four Community Health Providers who have been committed to utilising this product to improve on our existing procedures.

Identification of the vulnerable is essential during a major incident
Key Enablers - Information Governance

Information Governance has been one this projects main challenges which has been overcome through the creation of data sharing agreements which are in place between Surrey County Council and Partners to allow the sharing of information prior to an emergency event through the use of the system. Fair Processing Notices were also issued by organisations to inform their clients that their data may be used to provide extra support to them in an emergency event.

It is also important to note that this solution is a great champion of information governance as it allows data to be uploaded, secured and accessed by emergency responders from a central system which is audited. It avoids the need to create and send copies of sensitive data to multiple parties and also reduces the need to print such information.

Benefits for Residents

The development of the Vulnerable People Reporting System now enables Surrey County Council’s Emergency Management team to meet the needs of our residents in a timely and coordinated way that was not previously possible.

The benefits of the VPRS are considerable. The first beneficiaries will be vulnerable residents, who will receive better support during an emergency response, whether that be during an evacuation or when they need to be supported in their own homes.

The second benefit is the enhanced service quality the system enables for the Emergency Management Team by allowing them to focus on the valuable response activities, rather than crunching data and producing reports, which allows for an enhanced service for residents. Using computing power the team are able to match and process data at a rate and volume that would be inconceivable from a manual approach.

A combination of technical innovation, the use of agile delivery methods and the potential benefit to Surrey residents has led to external recognition for the project, achieving the Editor’s Choice prize at the 2016 Digital Leaders Awards and being shortlisted for both the Innovative Product of the Year and the Emergency Planning Initiative of the Year by the Emergency Planning Society.

Moreover, the flexible and fast component-based solution gives Surrey County Council important data processing and new technologies capabilities that can be re-used for other projects and the development of improvement within other services in Surrey.

Find Out More

If you would like to find out more about the project or the system then please contact the Surrey County Council Emergency Management Team on: SCCEMT@surreycc.gov.uk
The National Operational Guidance Programme

The National Operational Guidance Programme works with fire and rescue services and experts from a wide range of organisations to develop best practice online guidance that helps UK fire and rescue services to respond to incidents safely and effectively. The Programme was established in 2012 and has published new guidance on areas such as incident command, environmental protection and operations.

There are many benefits from taking a national approach to developing guidance:
- The replacement and removal of outdated and obsolete information
- The provision of a robust and flexible set of common operational principles
- Identification of good practices that meet current legislation
- Enhancement of interoperable working at relevant incidents
- The provision of support for fire and rescue services in the development of policies and procedures

The Programme is now halfway through its penultimate year and along with projects focused on hazardous materials, utilities and fuel and industry, it is now developing guidance on major incidents.

Ron Dobson, Commissioner of the London Fire Brigade is the Project Executive for Major Incidents. On his retirement at the end of 2016, the Commissioner will hand over leadership for the project to Chief Fire Officer Phil Loach from the West Midlands Fire Service. The Project Board includes among others Rob MacFarlane from the Civil Contingencies Secretariat and Julian Frost from the College of Policing, this is truly a multi-agency project.

For the purposes of this project, a major incident is defined as:
‘An event or situation, with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies.’

A major incident may be declared by a single blue light service, or jointly. It is feasible that only one service may determine an emergency as a major incident based on the type of incident and scale of their resources required. This may not necessarily mean it is a major incident for all other services.

The development of new guidance on major incidents complements existing guidance on incident command and in particular the Foundation for Incident Command that was published earlier this year. Major incident procedures are defined as pre-planned and exercised procedures activated by the declaration of a major incident. Major incidents can have a significant impact on communities and the economy. Fire and rescue services need to

- The diagram below illustrates the framework that the Programme has developed for structuring the guidance.
have an understanding of major incidents in terms of the hazards they present and what roles and functions they may be expected to fulfil.

Developments in the nature of emerging risk and the increasing integration of emergency service roles through the JESIP programme, for example MTFA and wide area flooding, impact on the scope and duration of fire service operations. A comprehensive suite of guidance will therefore support the fire and rescue service to deliver the most effective, efficient and coordinated response.

In developing the Major Incident project, the team has developed two clear objectives:

Deliver guidance that supports working in a major incident environment
Consider existing research and carry out any additional research necessary to develop the guidance

The work is very much aimed at the strategic level and will have little tactical information. It will consider the wider context within which the fire and rescue service operates and will use a hazards and controls approach to signpost readers to existing materials where relevant.

The National Coordination and Advisory Framework is particularly relevant here. By publishing this new guidance, fire and rescue services will be able to standardise the description, understanding and declaring of major incidents. This will help with intra and interoperability. This project will develop a component within the framework for National Operational Guidance, without which the suite of guidance would be incomplete. It provides support for fire and rescue services in developing policies and procedures in this area.

It is useful to consider how the Major Incident guidance fits in with the rest of the guidance. Major Incidents is a piece of Context guidance. Context guidance sits in the framework between All Incidents and Activity. Context can be defined as the hazards and related control measures that exist within a particular environment in which a firefighter works.

The project is in its early stages with plans to consult on draft guidance in the Spring of 2017. It is due to complete early in 2018.

For further information on this project, please contact Fay Pisani by email fpisani@ukfrs.com.

Subscribe to the ukfrs.com newsfeed and follow @UKFireandRescue on Twitter to keep up to date.
Stuff happens

Editor Bob Wade recently wrote an article for Counter-Terrorism Business - extracts are reprinted below, urging businesses to be proactive in preparedness.

Reacting to a terrorist threat is something that organisations prefer not to think about. Planning for such a threat is something that they definitely should think about.

It is often forgotten that before 9/11, the world’s most costly terrorist attack in material terms was in the UK. In 1992 and then again in 1993, the IRA detonated one ton lorry bombs in London, firstly at the Baltic Exchange and then in Bishopsgate. The latter alone forced 91 companies to relocate – two buildings were totally destroyed and a further 25 severely damaged. There was £2 million’s worth of glass damage – total damage to the local built environment was estimated at £350 million (£647 million in today’s money). The security consequence was a ‘ring of steel’ around the City of London which cost £100 million to initiate, and £25 million a year to run. Terrorism can be an expensive business.

Businesses and organisations are vulnerable to terrorism, no matter what size, location or sector. Yet in these days of austerity, many managements put resilience of their organisation way down their operational agenda. They fear it could be an expensive outlay for something that ‘probably will never happen’.

Attacks by disgruntled employees or customers are on the increase in the US. Why not here? The point is, just because your organisation is not based alongside an ‘iconic’ potential terrorist target does not mean you are free from the threat of attack. The unexpected can happen at any moment, and usually does.

Is taking time and resources to make your organisation resilient worth it? Yes. It is a worthwhile investment because the dynamics of a robust response to a crisis are basically the same, whether you are facing a terror attack or a flood. It will be cost-effective in the long term and pay off somewhere along the line.

From 1996 to 2010, I was the lead officer for civil contingency communications in the regions, for central government. A large chunk of the late ‘Noughties’ was spent preparing for a new flu epidemic, as the 37 year cycle of flu virus mutation looked set to arrive. Almost on schedule, via Mexico, it came in 2009 in the form of Swine Flu. West Midlands NHS had spent much time and resources preparing a Mutual Aid plan between hospitals across the region – it was not just the fear of a mass influx of patients, but that its own health staff would be taken out by the virus. The hospitals drew up plans to pool and share consultants and specialist equipment.

Swine Flu came and went, with little need for recourse to the Mutual Aid plan. From Wolverhampton to Warwickshire, grumbles could be heard amongst hospital staff of ‘what a waste of time’ it was to put all that resource and effort into worrying about Swine Flu. Then out of the blue came news that the Eyjafjallajokull volcano in Iceland had erupted and was spewing volcanic ash, grounding aircraft across Europe. Consultants and surgeons tend to be an international lot, and suddenly West Midlands NHS found itself bereft of its medical specialists who were stranded at airports around the world, trying to attend conferences, visit relatives or return from holiday. So the Swine Flu Mutual Aid plan was hurriedly taken off the shelf, dusted down and put into action. And it worked too.

All that effort had not been wasted after all, thanks to a volcanic eruption over a thousand miles away. Stuff happens. Indeed, the costly IRA attack in 1993 meant that the City of London, compared to many of its international counterparts, were ahead of the game for the aftermath of 9/11.

So is your organisation prepared for the worse? You would be surprised at which organisations don’t bother with such measures. Two days after the 7/7 bomb attacks, the BBC found out the hard way. In Birmingham on 9 July 2005, we had three known terror suspects loose in the city, and had to evacuate the city centre, which included the BBC’s Mailbox complex, which is responsible for most national radio over the weekends. As the communications officer on the ground for COBR, I had a very frosty tussle with the BBC, who seemed to think our evacuating them for their own safety was the problem, not their own lack of business continuity planning. In the aftermath, they got the message and now have robust plans in place.

Let’s start with the basics. An excellent resource that can help is the Business Emergency Resilience Group (BERG), part of Prince Charles’ ‘Responsible Business Network’. BERG helps businesses
and communities across the UK to prepare for, respond to and recover from emergencies such as flooding, cyber attacks and civil unrest. Their advice applies to three key areas: emergencies, planning ahead and communication.

- **Emergencies** – what are the threats your organisation faces? There’s the obvious – access to site prevented, disruptive events like flooding, critical equipment failure, loss of power, transport disruption, criminal attacks, IT outages, sudden staff shortages etc. Through your local council’s Emergency Planning Unit, you can also find out what local external risks you face, with a look at the local Community Risk Register.

  Plan ahead – now you know what can happen, prepare for it and work out your back-up plans.

- **Communicate** – this is the easiest one to do, yet is the one most organisations fail over on when the crisis hits. The basic tool is to compile key staff contact numbers, as well as those of the key utilities and suppliers, with other details such as how to access your site out of hours. Don’t just keep electronic versions – make sure everyone has three hard copies: one for their desk, one for their work bag, and one by the phone at home.

The world has moved on a long way from the days of the bored geek hacking away from his bedroom, more out of curiosity than malice. Cyber warfare is now more important than bombs and guns. There are several sources of cyber-attacks, which are listed below.

- **Overt cyber-warfare**: these are open acts of warfare between nations or by terror groups. In 2008, during the Russo-Georgia conflict, computer networks in Georgia were hacked – there was no disruption, but pro-Russian propaganda left behind instead. Similarly, in 2010, the ‘Iranian Cyber Army’ disrupted the main search engine in China, Baidu, leaving political messages in its wake. Covert cyber-warfare: the most famous was the Stuxnet attack on the top secret Natanz Uranium enrichment plant in Iran in 2010, allegedly a joint US-Israeli operation. This virus was not hacked in from the outside, but inserted via a memory stick by an agent on the inside. In another incident a year earlier, it was Israel that was the target – during their military offensive against the Gaza Strip, an attack on government sites was launched by five million computers, mainly based in former Soviet states.

- **Cyber terror groups**: these are groups that hack through political motivation, the most well known being ‘Anonymous’ in the West, and ‘Red October’ in Eastern Europe.

- **Insider threat**: these are attacks by disgruntled employees (usually facing dismissal or redundancy). The FBI says of the cases that they have dealt with in the US, such attacks left each company facing between £3,000 to £1.8 million worth of damages.

  And then there are always the geeks: the Robert Morris’s are still out there.

  Much hacking however, is not to disrupt but to spy or steal secrets, either for national security, commercial advantage or criminal gain.

  You may think none of the above has anything to do with you. Unfortunately, when the viruses and worms bite, you can be the collateral damage. As well as infrastructure resilience, you need cyber-resilience.

  For your organisation generally, visit the Centre for the Protection of National Infrastructure, which can provide critical security controls guidance. They have a 20 point programme that provides the basics of cyber defence, from managing an inventory of authorised and unauthorised devices within your organisation, right through to secure network engineering.

  The main barrier businesses and organisations face is usually their very own senior management. It is natural for individuals to hope for the best. At the January 2016 meeting of the UK government’s Community Preparedness National Group, the Environment Agency reported that research had shown that the average UK citizen has to be flooded three times before they decide to take measures to protect their home. Don’t be average – get to work on those resilience plans now.
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