

# ScoRDS update



Preparing Scotland through multi-agency learning and development August / September 2010



What's our focus – training and exercising or learning and development? Participants deep in thought on the Green Gate multi-agency exercise in September 2009.

## What's in a name?

**You've just read a paper submitted to the RABS (T&E) Group and are about to meet with a Learning and Development Co-ordinator from ScoRDS to discuss it. What you want to talk about is essentially the same (you think!) but you're getting confused. Is the term 'Training and Exercising' or is it 'Learning and Development' – or perhaps something in-between? And – does it matter?**

*Preparing Scotland* talks 'Training and Exercising'. Training should raise the awareness of participants and give them confidence in emergency procedures and their ability to carry them out successfully. Exercises are simulations to validate an emergency or business continuity

plan, rehearse key staff or test systems and procedures.

Switch to ScoRDS and talk changes to 'Learning and Development'. Learning and development is the outcome from training and exercising activities (plus other activities). Learning is focused on achieving permanent changes in behaviour, which begins with acquiring new skills and knowledge through training activities, and validating these skills and knowledge through exercising. Development is the ongoing application of these new skills and knowledge to other situations.

Perhaps it's not an either/or but instead a dynamic combination of Training and Exercising AND Learning and Develop-

ment? But that doesn't exactly roll off the tongue!

What are your thoughts? What do you understand by the terms 'Training and Exercising' and 'Learning and Development'? Can they be used interchangeably or do we need to agree one term? Please send your thoughts to [Marie Stevens](#) from ScoRDS.

### **ScoRDS website – Updated Training Section**

This section has recently been updated to show the key programmes currently available to assist the resilience community prepare for, respond to and recover from emergencies.

Login to the site and have a look! If you have any questions please contact the ScoRDS office on 01738 602187.

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## RABS T&E – July 2010

The most recent RABS Training and Exercising meeting took place in Perth on 21 July. The papers and draft minutes are available to view on the [ScoRDS website](#).

The first paper presented a draft new Terms of Reference. There was some rewording of the paper agreed, and although the representation on the group was approved, there was discussion about clarifying the links between the members and the communities of practitioners that they represent. The Terms of Reference can be found on the [ScoRDS website](#), but in general it was agreed that the group's remit is to contribute to the strategic direction of training, exercising and knowledge development activity for the civil contingency community in Scotland.

The training update paper highlighted the demand for the Strategic Managers - Contributing to Multi-agency Coordination (formerly 'Single Agency') seminar. ScoRDS will assess and manage demand, and if resources permit it will be opened out to other agencies.

The meeting ended with a facilitated discussion session about ScoRDS direction led by Margaret Nicoll and Marie Stevens. The responses are grouped and outlined in the full minutes available on the [ScoRDS website](#). On behalf of the group Allan Todd offered his thanks to Harry Scott, who is retiring, for his valuable contributions to this group. He also thanked Robert Spratt, who is moving to another post within Scottish Resilience, for his work on the National Exercise Programme.

# Learning from Neon Mac



Picture from KBR of one of the facilities in a temporary mortuary.

**A table top workshop aimed at assessing Scotland's ability to support the deployment of the National Emergency Mortuary Arrangements (NEMA) took place at Our Dynamic Earth, Edinburgh, on 15 June** (see *Scottish Resilience News*).

The 'Neon Mac' workshop, which forms part of the National Exercise Programme, explored the need for central assistance, the call out and deployment of NEMA, integration with local physical resources and the ability to sustain operations over time. It was also a useful opportunity to pilot the recently revised central assistance call-out form.

The workshop was well represented from all eight strategic coordinating groups (SCGs). The SCG syndicate groups considered the deployment of NEMA, together with expert input from the NHS, Fire and Rescue, Scottish

Ambulance Service, SEPA, Forensic Pathology, ACPOS (MICDU), Crown Office and Procurator Fiscal Service (COPFS), Scottish Government, Home Office, KBR (holds the NEMA contract) and Ministry of Defence.

A series of presentations took place throughout the day. David Green of the Crown Office and Procurator Fiscal Service explained the role of the Procurator Fiscal during a mass fatalities incident, and Detective Chief Inspector Andrew Wayth of ACPOS gave a presentation on Disaster Victim Identification. Delegates also heard from KBR Project Manager John Johnson, Strathclyde Regional Resilience Adviser Stewart Borthwick and Scottish Resilience Communications Strategist Lynda Nicholson.

Delegate feedback indicated that the workshop raised awareness of the scale of

NEMA, cost implications, the call out process, and the availability of mortuary equipment including the Nutwell body storage units.

### Lessons

The Resilience Advisory Board for Scotland (RABS) Training and Exercising Group will ratify the recommendations in the workshop report this month. The report and recommendations, identifying where we need to continue to make further progress, will then be published and made available to all responder organisations in September. This newsletter will also carry a more in-depth feature about the recommendations and what will be done to take these forward.

To view the workshop presentation, go to [scords.gov.uk](#) login then click 'Exercises'. For more information, contact [karen.minto@scotland.gsi.gov.uk](mailto:karen.minto@scotland.gsi.gov.uk) (report) or [andrew.elliott@scotland.gsi.gov.uk](mailto:andrew.elliott@scotland.gsi.gov.uk) (mass fatalities policy).

# KDG report from the EPS Conference

Sgt Jenny Valentine, Tayside Police, used a Knowledge Development Grant to attend the Emergency Planning Society Annual Conference and Exhibition in Glasgow in June this year. This is her report.

“As someone new to the world of Emergency Planning, when I saw the information come through from the Society for the conference I was immediately struck by the breadth of topics being covered and the local, national and international perspectives.

At the event I was able to link up with local SCG partners, and make new contacts and learn more about other agencies, notably Coatbridge College.

The first full day of the event was held within the SECC, with a full range of exhibitors showing their wares and providing information on a vast array of products and innovations, and whilst I was not looking for anything in particular at the event, just gaining an understanding of the organisations and businesses which supply the EP community will no doubt prove useful in the future.

The conference program thereafter for the day had a very International feel, looking at how we prepare for the future emergencies that we might face and how we can take learning from the experiences of colleagues overseas to better inform our preparedness. It was very notable during these inputs the commonality that we have within the emergency planning community.

There was input and thereafter some discussion around the

response to Haiti and the time which it took for assistance to arrive to scene. It made me consider how quickly in reality we could respond to an incident of such magnitude within Scotland, or even to assist elsewhere in the UK. As responders we are good at responding to smaller incidents, as that is what we do as organisations, but in reality could we effectively respond in quick time to an incident involving mass fatalities in the tens of thousands?

I think that organisations face a real challenge in practising large scale call outs due to the financial implication of these, but without which it is difficult to gauge whether resources could be readied in the numbers required in a reasonable time scale, even responding to a mutual aid request. I feel this is something which needs to be considered and that it may be an area where shared learning and good practice from other agencies across Scotland would be of benefit.

The second evening saw the Annual Emergency Planning Society Awards being held, which really showcased the excellent work being done throughout Scotland and the United Kingdom by committed professionals. I had the pleasure to see representatives of Tayside SCG receive a Highly

Commended Award for work undertaken in relation to Water Rescue within the SCG, in particular by Keith Dyer of Tayside Fire and Rescue and Paul Scobbie of Tayside Police. Colleagues from the Highlands and Islands Public Communications Capability Group also won the City of London Award for Resilience Team of the Year.

The final day of the Conference was more UK focussed looking at our resilience and our Critical National Infrastructure. I found the input regarding the Olympics 2012 Security Challenge particularly relevant and learning from the work being undertaken in this arena is already feeding into preparations for the Commonwealths Games in 2014. The Commonwealth Games is obviously a great event for Scotland, and I am fortunate within my policing area to have a venue for the games. It is therefore crucial that as a country we take all the learning available from work being done in preparation for the Olympics and use this to ensure we have the best possible games.

Overall it was a very worthwhile experience and I found I have achieved my anticipated objectives for attending the event, and thank ScoRDS and Tayside Police for their support, which facilitated my attendance.”

## Strategic Managers - Contributing to multi-agency coordination

The ‘Single Agency Seminar’ has been re-branded as **Strategic Managers – Contributing to multi-agency coordination**. This seminar underwent a thorough testing process with the assistance of Falkirk Council and NHS Fife. The seminar is proving popular and is rolling out across Scotland.

This seminar has been designed as a precursor to the multi agency Strategic Managers Foundation Seminar which is available throughout the year.

The design of the seminar takes account of the National Occupational Standards for Civil Contingencies at the gold level and the most common reasons why crisis management teams may fail.

The event focuses on the issues involved in managing a crisis and will enable the senior management team to cooperate and develop a shared understanding and appreciation of some complex issues that arise during the course of the day.

Although the organisers appreciate strategic leaders all have extensive experience, this seminar aims to stretch participants’ knowledge of management and leadership in a crisis.

[SCG coordinators](#) are the local contact for agencies interested in the seminar.

**A leaflet with more information about this seminar is also available on the Training section of the ScoRDS website.**

## Diary

5 Oct, Oil Spill Issues from Offshore Drilling - Lessons for the UK. Edinburgh  
[www.ukspill.org](http://www.ukspill.org)

24-25 Nov, Emergency Services Show, Coventry  
[www.ess2010.com](http://www.ess2010.com)

30 Nov, Risk Management Conference 2010. London  
[www.bsigroup.com](http://www.bsigroup.com)

### CALL FOR PAPERS:

If you're looking for an opportunity to present at a conference the International Conference on Disaster Management and Human Health, May 2011, Orlando is inviting papers now:  
[www.wessex.ac.uk](http://www.wessex.ac.uk)

### Knowledge Development Grants

The full budget for the 2010/11 grants has now been allocated.

However, if you want to attend a conference which you think will have a positive impact on resilience in Scotland, or if you want to present good practice at a conference and need assistance, then please contact ScoRDS to discuss how we can support you.

## ScoRDS Update

We're always looking for new material, so if you have information you would like to share with the wider resilience community across Scotland, then please get in touch with Kerry Jardine.  
[kerry.jardine@scotland.gsi.gov.uk](mailto:kerry.jardine@scotland.gsi.gov.uk)

## Current awareness – Mass Crowd Gatherings

The recent tragic events at the Love Parade techno music festival in Germany, where 19 people died when panic broke out, has once again highlighted the importance of planning and exercising for large public gatherings.

The following items focus on research and learning about mass crowd gatherings.

A number of reports were published by the Cabinet Office in the series, 'Understanding Crowd Behaviour'. These are:

- [Understanding Crowd Behaviours: A Guide for Readers](#)
- [Understanding Crowd Behaviours: Guidance and Lessons Identified](#)
- [Understanding Crowd Behaviours: Supporting Evidence](#)
- [Understanding Crowd Behaviours: Simulation Tools](#)
- [Understanding Crowd Behaviours: Supporting](#)

### [Documentation](#)

#### What would you do? Managing a metro network during mass crowd events.

JBCEP, March 2010.

Abstract: Representatives from four major public metro systems (London, Hong Kong, Rio de Janeiro and São Paulo) describe how their respective metro systems respond to the capacity demands of a major annual event.

Full text available from [ScoRDS](#)

#### Measuring emergency services workloads at mass gathering events.

The Australian Journal of Emergency Management, Vol. 22 No. 3, August 2007.

Abstract: This research measures and compares emergency services workloads and identifies factors that contribute to workload in serving the general public at mass gathering events.

The main recommendation from this

research is the need for higher quality information management across emergency services.

Full text at: <http://unpan1.un.org/intradoc/groups/public/documents/APCITY/UNPAN029409.pdf>

#### Crowd Behaviour at Mass Gatherings: A Literature Review.

Prehospital and Disaster Medicine, 2007

Abstract: Gaining an understanding of crowd behaviour is important in supporting timely and appropriate crowd management principles in the planning and provision of emergency services at mass gatherings. This paper provides a review of the current understanding of the psychological factors of a crowd within the psychosocial domain as they apply to mass-gathering settings. Full text available at [http://pdm.medicine.wisc.edu/Volume\\_24/issue\\_1/zeitz.pdf](http://pdm.medicine.wisc.edu/Volume_24/issue_1/zeitz.pdf)

## Swine Flu Review

On 1st July, Dame Deirdre Hine published her report on the independent review of the UK response to the Influenza pandemic. The report covers the planning and execution of the Government's response to the threat and advent of the H1N1 pandemic last year.

The UK spent £1.2bn

preparing for and responding to the virus, which Dame Deirdre Hine's report described as 'proportionate and effective'.

Dame Deirdre Hine, who spent three months interviewing the main players and scrutinising the strategy adopted by the devolved administrat-

ions, said that after more than 800,000 cases of swine flu across the UK and 457 deaths, including those of children and pregnant women, it would be wrong to suggest there had been an overreaction.

The full report and recommendations are available from the [Cabinet Office](#).