

# ScoRDS update



Preparing Scotland through multi-agency learning and development

Issue 6: December 2009

## The look ahead for learning and development

ScoRDS has been in existence for over two and a half years and continues to support the resilience community in developing their own knowledge and experience to prepare for and respond to emergencies as laid out in the Preparing Scotland doctrine.

For the learning and development team it's been a whirl wind couple of years of developing and delivering programmes. So it seemed like a good time for the team to stop, look back at what has been delivered and, as part of the business planning process (see page 2), to look forward and give a taster of plans to come.

**Supporting key responders to work together at strategic and tactical levels, and preparing some individual organisations to work together effectively in a multi-agency setting.**

The SCG Strategic Managers CPD programme has been one of the most well received programmes we've delivered. The premise is a one-day scenario-based workshop, where the SCGs have to deal with making decisions around managing the consequences of an event. We have recently embarked on a new project aimed at

senior management teams in single agencies, particularly health and local authorities, to help them contribute effectively in a multi-agency environment.

This autumn we piloted a programme of workshops for Tactical Managers, covering the skills needed to handle crisis situations either in a multi-agency environment or in their own organisations. In 2010 we'll be rolling out the tactical programme and will begin preparation work for the Strategic Managers' seminars for 2010-11.

**Helping the wider response community to understand new guidance where it applies to them, e.g. Care for People Guidance.**

We have developed a workshop for emergency planners and the Care for People Team to support the roll out of the Preparing Scotland: Care for People (CfP) Guidance. After a thorough consultation and pilot process it will be delivered throughout Scotland. Watch this space for details!

**Developing a study route for new and existing practitioners to enhance the role of the emergency planning professional.**

The PDA in Management and Resilience will begin its pilot delivery in 2010

through Coatbridge College. It's an innovative award which will develop the leadership and business based skills of practitioners, as well as helping to raise awareness of the central role practitioners play in their organisations.

**Raising awareness of emergency response structures for those at operational-level and to other professionals who may be involved in an emergency.**

The Emergency Awareness Course is being redeveloped by a committee of representatives from the responder community and should be ready early 2010. It's called "*Integrated Emergency Management in Scotland – Introductory Workshop*"

A lot has been achieved in a very short space of time, but that doesn't mean that we can sit back and rest. We will be assessing priority training needs, producing marketing materials and offering an online booking facility on our website. We will also look at other sustainable methods of training delivery.

If you would like to be involved in developing the training programmes please [contact us](#).

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## Exercise Guidance

See the latest newsletter from the Exercise Guidance Working group. Visit the [Exercise Guidance pages](#).

## A Move North

After 16 years working for the Scottish Government, the last three of which at the Scottish Fire Services College in Gullane, I felt it was time for a change. When the opportunity arose for a secondment to the Highlands & Islands Strategic Coordinating Group (HISCG) as Training & Exercising Coordinator I jumped at it.

I've now been in post for nearly three months and it's flown by. It's been a steep learning curve, lots of meetings involving travel to the Western Isles, Orkney and Shetland and getting to know all the HISCG members. Two months on and I feel that I'm now contributing to the work of the SCG. The key objective for me is the development of a multi-agency training and exercising plan concentrating initially on the strategic and tactical levels. Working closely with ScoRDS will be a major part of achieving this, as will maximising opportunities that lie in the existing statutory exercising programme.

With this secondment being only 18 months long it's alarming to think that I'm already a sixth of the way through. Making a significant contribution in such a short time will be challenging, the pressure is on but that's what makes the job so attractive!

Finally I'd like to thank all those in HISCG and at Northern Constabulary for making me feel so welcome, it's a great place to live and work and the drive to work isn't bad either!

[Fiona Murray](#)  
Training & Exercising  
Coordinator  
Highlands & Islands Strategic  
Coordinating Group

## Remote and rural major incident management conference 09



The Highlands and Islands SCG and the Cooperation for Safety in Sparsely Populated Areas (CoSafe) Northern periphery Programme project held a conference in Stornoway on Remote and Rural Major Incident Management. Around 70 people from the islands attended, as well as representatives from central agencies, such as SEPA, the Met Office and Scottish Resilience. Lectures delivered included:

- Mike Langran, a full time GP in Aviemore, gave a talk about "Equipment Challenges at the Pre-hospital Coalface".
- Jason Long, consultant in emergency medicine, presented his analysis of the Emergency Medical Retrieval Services in the Northwest of Scotland.
- Mick Tighe, mountain rescue, used his presentation "Wild Mountain Times – Frontline Rescue Experiences" to illustrate the work of the mountain rescue service.

In keeping within the theme of learning from lessons of the past three other presentations were made:

- Sandy Matheson described two Western Isles local disasters; the sinking of the *Lolaire* (1919) and the Shackleton aeroplane crash in South Harris (1990).
- A specially commissioned DVD, made with the support of Ian Burgess of the Maritime Coastguard Agency, depicted the rescue of 14 fishermen from the trawler *Spinningdale*, grounded on St Kilda in 2008.
- Agnes Munro, manager of the A&E Department in the Western Isles Hospital gave an account of the road traffic accident in

Shawbost (2004) emphasising that an incident with as few as five casualties stretches the local services to near breaking point.

Discussions took place about the interactions between the various agencies involved in disaster management and information was shared on the advances in communication and organisation spearheaded by the Northern Constabulary.

Ian Latimer, Chief Constable of the Northern Constabulary and Chairman of the HISCG closed the meeting by emphasising the importance of using the opportunities made available through the CoSafe project to make real and practical improvements in management of major disasters in remote and rural areas.

For more information about the conference or to request a copy of any of the presentations please contact the conference organiser [Tom Laverty](#)

### *ScoRDS - Planning for the future*

ScoRDS have been developing a business plan for our future development. We have spent some time analysing what services we currently are providing and what has been achieved in learning and development to date. We're taking a fresh view of who our customers are and what their needs might be so that we could then start to create a plan which would support the [National Occupational Standards for civil contingencies](#).

The business plan will be developing over the next couple of months and will take into account both the SCG Statements of Preparedness and the partnership agreements between Scottish Resilience and SCGs. This planning work will result in a published prospectus of ScoRDS services.

# Redevelopment of NEXIS

The Civil Contingencies Act requires Category 1 responders to validate each of the key elements of their contingency plans on a three yearly basis. As a result the L&B SCG Training and Exercising Group previously promoted a business plan in an attempt to progress a modular approach to training and exercising by formulating a matrix on computer based software. At the centre of this plan were key elements and an auditable approach. It was also acknowledged that the resourcing of

exercises has a significant impact on all organisations and the ad-hoc approach currently in operation is not sustainable.

ScoRDS have now confirmed that there is funding available to progress the development of an on-line database for a national exercise matrix. Agreement has been reached with ScoRDS that the L&B SCG will pilot this database prior to it being offered nationally, for approval and comment.

A 'time-line' has been agreed and it is hoped that the project will be trialed

by the L&B SCG in January 2010, prior to it being promoted throughout Scotland. This project will be completed as the National Exercise Information System (NEXIS).

The software developers Factonomy are developing NEXIS, which will store all information regarding each exercise from start to finish including key elements and 'lessons learned'.

[Sandy Baptie](#)  
[L&B SCG](#)

## Free access to the key journals in crisis management

The **Journal of Contingencies and Crisis Management (JCCM)** is a key international journal which has some of the best research and information on best practice in civil contingencies today. ScoRDS are now able to provide you with the full text of any articles from current and back issues.

The September issue of the JCCM was a special edition which focussed on **learning from crisis and major catastrophes**, it included the following articles:

- The Failure of Organizational Learning from Crisis – A Matter of Life and Death?
- Crises as Learning Triggers: Exploring a Conceptual Framework of Crisis-Induced Learning
- Effects of Buzzwords on

Experiential Learning: The Swedish Case of 'Shared Situation Awareness'

The December issue of the JCCM has also just been published and the following list is a selection of titles which might be of interest to Scottish practitioners:

- Effective Disaster Response in Cross Border Events
- The Logistics of Humanitarian Emergencies: Notes From the Field
- Safety Culture Assessment: A Mission Impossible?

Request a full text copy of the articles above by emailing [ScoRDS](#), or to view the full list of articles from the JCCM and other

key journals just login to the ScoRDS website and view the journal pages:

- [Journal of Business Continuity and Emergency Planning](#)
- [Disaster Prevention and Management: An International Journal](#)
- [Journal of Contingencies and Crisis Management](#)

### What would you like to know about local government practice?

The publisher of the Journal of Business Continuity and Emergency Planning has a few emergency planning professionals based on Local Authorities who are interested in writing for the journal and are looking for topics to write about.

Email him at:  
[simon@hspublications.co.uk](mailto:simon@hspublications.co.uk)

## New challenges

Lothian and Borders (L&B) SCG appointed me Training and Exercise Programme Manager in August. This is a newly created post working closely with Dougie Borthwick, the L&B SCG Coordinator.

I'd been in the police service for 30 years, and an Emergency Planning Officer for the last three years of that service. This knowledge of the 'workings' of the L&B SCG combined with my experience in training at the Scottish Police College and at the Police National Search Centre in Kent has helped enormously.

Although a new post, the workload continues to increase! Current work includes: maintaining the exercise diary; training needs analysis; redevelopment of NEXIS; and promotion of the new Scottish Exercise Guidelines.

We're using the ScoRDS website to share information about the SCG's business, and I'd like to encourage you to use that. I'm the editor for the L&B pages and have been uploading minutes of meetings, newsletters and guidance documents.

It's been a big advantage that I'd previously worked in Emergency Planning and I'm sure that my post will enhance the L&B SCG capabilities by allowing more emphasis to be given to training and exercising at all levels of command.

I've had a lot of support from all members of the L&B SCG, for which I'm very grateful. Looking forward to continuing to work with all of you in 2010.

[Sandy Baptie](#)  
[L&B SCG](#)

## Diary

2-3 December 2009—  
International Swine Flu  
Conference, London  
[www.new-fields.com/  
isfc\\_uk](http://www.new-fields.com/isfc_uk)

18 Jan 2010 (6 week  
duration) — Certificate in  
Terrorism Studies, St  
Andrews Uni  
[www.terrorismstudies.co  
m](http://www.terrorismstudies.co<br/>m)

3/4 February 2010—SMi  
4th Counter CBRN  
Operations, London  
[www.smi-online.co.uk](http://www.smi-online.co.uk)

7-9 April 2010—Challenges  
for Public Management,  
Switzerland.  
[www.irsprm2010.com](http://www.irsprm2010.com)

### Knowledge Development Grant

Have you seen an event  
which would be useful for  
your professional practice,  
but can't secure funding to  
attend? Check out the  
[Knowledge Development  
Grant](#) for funding up to  
£700.

## ScoRDS Update

The ScoRDS Update aims  
to share what's happening  
in training and exercising  
across Scotland, as well as  
developing knowledge  
through lessons identified,  
evidence base and  
examples of good practice.

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@<br/>scotland.gsi.gov.uk)

## Exercise Reports



**Exercise Cameron 09** -  
mass decontamination  
exercise at Cameron  
Barracks, Inverness on 30  
August, involved Northern  
Constabulary, H&I Fire &  
Rescue Service and the  
Scottish Ambulance  
Service, supported by the  
Civil Nuclear  
Constabulary, the  
Highland Council and the  
WRVS.

The exercise scenario  
involved members of the  
public who were attending  
a photographic exhibition,  
as part of a carnival for  
charitable causes, being  
sprayed by two suspects  
with liquid from water  
pistols and shortly  
thereafter exhibiting  
symptoms of eye irritation,  
coughing and difficulty  
breathing. CBRN and  
Hazmat responders for the  
three Emergency Services  
were deployed to the  
scene.

Thirty-five  
'contaminated' persons  
went through the full  
decontamination process.

Following the exercise  
lessons identified were  
passed to the Exercise  
Green Gate planning  
team, and ScoRDS.

The main issues  
identified included:

- Set up of  
decontamination  
structures and  
supporting  
arrangements will take a  
significant period of  
time.
- Communication and  
reassurance to  
contaminated persons  
needs to be developed.
- Consideration shall be  
given to contaminated  
persons being instructed  
to disrobe at an early  
point while the  
decontamination  
structures are being  
erected.

Highlands & Islands  
Strategic Co-ordinating  
Group is grateful for the  
support provided by both

ScoRDS and the Army to  
the successful running of  
the exercise.

**Inspector Steve  
Mardon**  
Operation Planning  
Northern Constabulary

**Exercise Nightstar** -  
Annual 'live play'  
demonstration of  
emergency arrangements  
at Rosyth Business Park,  
September 2009. There  
were several learning  
points highlighted, but also  
a number of cases of good  
practice, for example  
Police and Ambulance  
Services have requested  
familiarisation visits to the  
site in the coming months.  
Some of the more generic  
lessons included; getting a  
spokesperson in front of  
the media quicker than  
three hours after declaring  
the incident and more  
proactive and anticipatory  
statements at the press  
conference; and reviewing  
training and procedures  
on use of PPE by on-site  
and emergency personnel.

A thorough post-  
exercise report was  
produced and is available  
on request from ScoRDS  
or [Alan Robertson](#) at  
Babcock.

### Article review: Perceptions and performances of experienced incident commanders

Published in the July 2009  
issue of the Journal of  
Risk Research, this article  
compares emergency  
response units in Norway,  
Sweden and Bosnia-  
Herzegovina. The article  
looks at how tactical  
commanders make  
decisions in different  
response phases.

It showed that, while  
responders in different  
countries approach  
uncertainty in significantly  
different ways, in general  
incident commanders  
were more concerned with  
details than with  
evaluating the overall  
situation. Their strategies  
also tended to be more

reactive than proactive,  
and that the commanders  
rarely command.

For a full copy of the  
article contact [ScoRDS](#).