



### Strategic managers working together

Since September 2009 ScoRDS has been delivering the second year's content of our continuous professional development (CPD) programme for Strategic Coordinating Groups (SCGs) across Scotland. With only Fife and Dumfries and Galloway still to visit we are nearly at an end of this phase of the training.

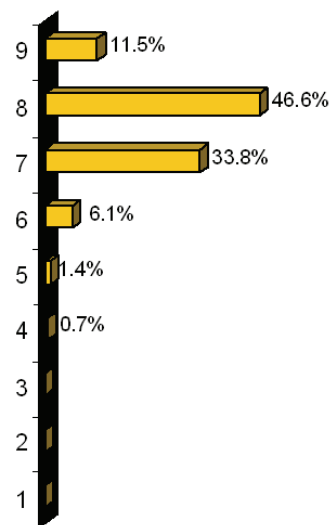
#### Linking with Exercise Castle Rock.

Our counter-terrorist theme was deliberately chosen this time to allow us to deliver training around the structures and processes that exist to aid response to such an event happening. The development team included colleagues from the Castle Rock project team to ensure what we were delivering would supplement the learning for the SCG members and their deputies who attended in preparation for this year's

live play exercise. Through facilitated discussion the one day seminar gives the delegates an opportunity to talk through how they would manage the consequences of a terrorist incident in our fictitious area.

#### Feedback from Delegates

Feedback has been received from the 148 delegates. This graph shows 92% rated the overall seminar in the higher category areas.



#### New to the SCG?

For those new to the SCG, and to aid local succession planning, we also offer a 'Foundation in Crisis Management' seminar. Since September 2009 we've delivered three seminars to delegates from all over Scotland. Using a severe weather scenario we give delegates opportunities to practise their crisis decision making skills, look at strategy

development and discuss a communications strategy. There is also plenty of time for discussing procedures and practices and setting the SCG in context in the delegate's home region.

We have further dates to offer, but places are limited so please look to your calendars and speak with your region's SCG coordinator about attending. This seminar is open to delegates who are new members of SCGs, their deputies and those who may find themselves sitting on an SCG in the future. All these seminars will be held at Strathearn House, Perth, and further details will be made available on ScoRDS website:

- 21 April 2010
- 15 June 2010
- 19 August 2010
- 9 November 2010
- 23 February 2011
- 24 March 2011

*"...provided most food for thought on future approaches to crisis management."*

Feedback from Situational Awareness session.

Alex Clark – Assistant Chief Fire Officer with L&B Fire and Rescue Service has attended both seminars which focus on crisis management skills. Asked about the benefits of attending multi-agency training at strategic level,

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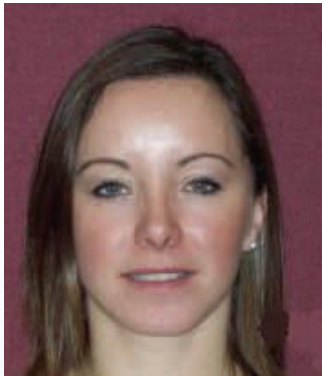
**RECRUITMENT: resilience practitioners sought to enhance PDA teaching staff. See Pg 3**

*"The decision making process is the most challenging and difficult, so strategies for making good decisions are very important."*

*"Considering critical decisions from good quality real life examples was very helpful and gave a good base for subsequent learning scenarios."*

Comments on Critical Decision Making session.

## Ex Castle Rock - New Project Officer



Jennifer Stewart has just been appointed as the ScoRDS Project Officer to the Exercise Castle Rock Planning Team. Jenni's role is to liaise between the two organisations and engage stakeholders for all consequence management and recovery CBRNE issues arising from the exercise planning and subsequent delivery.

Jenni has experience of exercise planning and development, both as director and participant, from her time as a Commissioned Officer in the British Army.

Exercise Castle Rock is a series of counter terrorist workshops, tabletop and live-play exercises that will take place throughout Scotland in 2010, as part of the UK Government's counter terrorist strategy. The exercise programme is designed to enhance confidence in current arrangements, and where there are weaknesses to identify where improvements are required.

[Jennifer Stewart](#)  
ScoRDS Project Officer  
Exercise Castle Rock  
Tel: 0131 316 6385

## Blueprint for effective crisis leaders

A guiding principle of all of ScoRDS programmes is that they are based on the most relevant and effective evidence available.

When it comes to delivering crisis leadership seminars, one particularly useful article from Journal of Business Continuity & Emergency Planning (Vol3No3) has been *Crisis Leadership: Past research and future directions*.

### Effective crisis leaders:

- **are not made in a workshop alone:** leaders can't attend training and expect to come out a fully-prepared crisis leader. Trainees must be willing and enthusiastic about selected training. They require support and the expectation that training will be implemented into the organisation.
- **should be pushed:** while some may be resistant to putting decision makers 'on the spot', this is a far better alternative than watching them fail in a real crisis when the stakes are even higher. They need to experience and become

familiar with operating under demanding conditions.

- **must be immersed in a wide variety of issues within their organisations:** Crisis leaders need to be challenged early on to build the stamina to overcome difficult situations. They need to be able to push through adversity and make decisions under duress while keeping an eye on organisational goals.

*"Crisis leaders need to be flexible, adaptive and prepared for tough decision-making challenges, whatever the cause or situational context...Crisis leaders should, by the time a real crisis arises, be ready to meet the challenge and respond with efficiency and care ."*

- **listen:** they value and take in information from others. Careful listening can help leaders process information under stress.
- **learn from others:** they are always thinking and always proactive. Crisis events happen on a

national and global scale almost daily. Effective leaders read, study and constantly amend and improve the workings of their crisis management system.

- **make decisions:** when everyone else is stepping back and unsure of the next move as the crisis is escalating, effective crisis leaders step forward. Competent decision making in a time of uncertainty is paramount.

Finally, training leaders to be prepared for times of crisis is simply good business. When capable leaders effectively manage a crisis, the organisation suffers fewer losses and is better able to bounce back from difficulty. In the end, organisations that handle crisis well are healthier than those that do not. All it takes is a bit of attention to doing it well. **(And attending any training opportunities that present themselves!)**

If you want to read a full copy of the article, please email [Margaret Nicoll](mailto:Margaret.Nicoll).

## Green Gate DVD

Copies of the Exercise Green Gate DVD will shortly be sent to SCGs at the same time as they are distributed within the Fire, Police and Scottish Ambulance services. The DVD is being made available to raise awareness of the exercise and as a resource for responders. Over 750 people took part in the Exercise to simulate a Chemical Biological Radiological Nuclear event in central Edinburgh requiring clinical and mass decontamination. The 30 minute DVD has been edited down from the 100 hours of material filmed at various locations throughout the day of the exercise. Responders are free to copy the DVD, under standard Crown Copyright terms, to make it widely available across their organisations.

[Robert Spratt](#)

## Strategic managers working together

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he said:

*"Developing a common understanding of how an SCG would operate in a crisis is invaluable. It is my view that exposure in the training environment can prepare participants for the event occurring for real. Without the opportunity to practise I would imagine that an SCG could be quite daunting for some."*

When asked if he felt there was a link between

the training we are providing and what he would be expected to achieve during an emergency he replied:

"I do, as the training is very focused and progressive. I feel that the format, following the timeline of a developing incident and the likely issues that you may be confronted with, is extremely valuable."

**Next phase of the SCG**

### CPD programme

ScoRDS is currently setting up a development team to look at the next seminar which will focus on recovery. This time we are looking to change our delivery methods and set a different pace to what has gone before. We will be looking to deliver the new seminar sometime in the autumn 2010.

For more information please contact [Audrey Philp](#).

## Feedback from tactical managers

In autumn last year we ran a series of pilot seminars for tactical managers, to assess the material and delivery method. As a result of the feedback we have made a few changes and the revised seminar will be rolled out across Scotland from 1 March 2010.

As part of the same project, we are looking at what other topics are suitable for including in a continuing series of learning for this group. We are holding focus groups across the regions to speak to tactical managers about what learning needs they have.

There has already been a session in Inverness, and one is planned for Edinburgh on 19 February. The feedback from the first focus group suggests that there is a need for further learning events on a variety of topics, such as:

- communicating with your own staff, the public and the media
- how to identify what constitutes a major incident and when to call it
- understanding what other agencies do and the bigger picture

Why don't you have your say as to what you think the need is out there?

Contact [Margaret Nicoll](#) at ScoRDS with your ideas.

## PDA launch

The Professional Development Award in Resilience Management will be formally launched on 22<sup>nd</sup> March 2010 at Coatbridge College. It



will be attended by Kenny MacAskill, the Cabinet Secretary for Justice, as well as

local MSPs and strategic representatives from key responder organisations around Scotland.

In delivering the keynote speech, Mr MacAskill is expected to emphasize the importance of developing the skills of professional resilience practitioners working in an complex, dynamic and evolving multi-agency environment. The pilot course will start at Coatbridge College on 19<sup>th</sup> March 2010.

## RECRUITMENT: Resilience practitioners sought to enhance PDA teaching staff

The new PDA in Resilience Management, delivered by Coatbridge College, will start on the 19<sup>th</sup> April. It is vital that the course reflects the extensive knowledge that lies within the resilience community. To ensure that this happens, the college is seeking to enhance its team of resilience professionals who would be interested in delivering elements of the course. This might be for example, on a one off basis speaking at a specific workshop through to more traditional teaching.

We are looking for individuals to contribute to the delivery of parts of the course on an as required basis. For this reason it does not matter if you are already working elsewhere as we would discuss with you what level of commitment you could offer.

Whilst experience of teaching is not essential, it

would be beneficial to have delivered some training or presentations. Substantial experience and knowledge in the field of resilience, however, is essential. You will need to have effective communication skills and have an excellent reputation within the sector, ideally with experience of tactical and strategic level management.

Because the course is being undertaken by colleagues from across Scotland, there may be an opportunity to travel to different locations to deliver workshops, seminars or small group tutorials.

If you are interested in joining our supply pool or would just like some more information about these opportunities, please contact:

[Alastair McGhee](#)  
Tel: 01236 422316  
Mob: 07595 117259

## Diary

25 February 2010 National Flood Forum—Building Resilience through Partnership, Birmingham  
[www.coastms.co.uk](http://www.coastms.co.uk)

16 March 2010—Emergency Planning Society, Mass Fatalities: Compliance and Guidance, Central London  
[www.communityresilience.co](http://www.communityresilience.co)

16 April 2010—Institute of Civil Protection & Emergency Management, Leadership in Crisis & Emergency Solutions, Kettering, [www.icpem.net](http://www.icpem.net)

### 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@scotland.gsi.gov.uk)

## Current awareness - designing for future crises

It has become common place recently to observe that the world of crises and disasters is changing. This special current issue of the Journal of Contingencies and Crisis Management contributes to discussions about institutional responses to the changing nature of crises.

The editorial proposes two strategies for modern societies. The first strategy aims at enhancing societal resilience: citizens, businesses, and response organizations must be able to deal with the consequences of crises and disasters for an extended period of time. Resilience, however, is not a given in modern, 'just-in-time' societies.

The second strategy is to develop trans-boundary crisis management capacity: crisis management capacity that can be used across international boundaries, across policy sectors, across traditional divisions between local, regional and state levels.

Articles in this issue include:

- **Emerging Threats to Internet Security**

Around 10% of all machines connected to

The latest issue of the **Journal of Business Continuity and Emergency Planning** is also available free from ScoRDS. Articles in this issue include:

- Taking the business

the Internet are thought to be infected with malicious software, mostly used for criminal purposes but also enabling large-scale failures that might even reach disastrous proportions. The article debates appropriate policy measures using perspectives of both national security and law enforcement.

- **Effective Disaster Response in Cross Border Events**

Cross border events create additional political, social and diplomatic challenges that require additional planning. This article examines the building blocks of effective disaster management.

- **News Organizations and Information Gathering During a Natural Disaster**

News organizations are uniquely situated to gather and transmit information during times of natural disaster, which can help citizens and policy-makers understand the scope, causes, and consequences of the unfolding disaster.

- **The Logistics of Humanitarian Emergencies: Notes From the Field**

- continuity programme to a corporate leadership role
- Special event planning for the emergency manager
- Case study on industrial hazmat response teams
- Emergency

Well-managed logistics (an effective supply-chain), is central to any disaster response. This article, written in the light of both theoretical study of the discipline and practical experience of African and Asian field-logistics, describes some of its distinctive features, when finely-pitched arrangements do not work.

- **Safety Culture Assessment: A Mission Impossible?**

How, if at all, is it possible to assess aspects of organizational culture and the way culture influences safety? The article compares the results of a safety culture assessment on the Norwegian oil and gas platform Snorre Alpha, with the results of a investigation after a major incident on the platform. The two descriptions of the same culture are dramatically different. The lack of concurrence between the two descriptions suggests that safety culture surveys may have little predictive value.

To see the full list of articles from this journal please see the [Journal pages](#). For a free full-text copy of any of these articles please contact [ScoRDS](#).

management and mass fatalities: who owns the dead?

- Revolutionary and evolutionary change in emergency management
- For full text copies of any of the articles just login to the [ScoRDS website](#).