

# ScoRDS update



Assessment Prevention Preparation Response Recovery

Preparing Scotland through multi-agency learning and development

June 2010



## IEM in Scotland: A new introductory workshop

The Emergency Awareness Advisory Committee, staffed from a number of category 1 responders, the EPS Scotland Branch, the Red Cross and members of ScoRDS, has been working over the last year to develop a workshop that provides an introduction to the complexities of integrated emergency management (IEM) in Scotland.

The committee wanted to take on board as many views as possible across Scotland and after a period of consultation the finishing touches were made to the workshop and the materials.

We are delighted to announce the first IEM workshop was successfully delivered at

the **Torness Strategic Co-ordination Centre (TSCC), Cockenzie**, in Lothian and Borders on 25 May 2010. The day was led by Sandy Baptie, SCG Training and Exercise Programme Manager, with facilitators from the police, fire and rescue, NHS, local authorities and the Scottish Ambulance Service.

During the workshop the facilitators gave an account of their organisations' roles and responsibilities before, during and after an emergency. Elizabeth Dobson from East Lothian Council also presented a session on recovery.

The delegates had an opportunity to work through some syndicate exercises, listen to

presentations and complete their workbooks. The general feeling from the delegates was that the day was worthwhile.

*"The Integrated Emergency Management workshop provided an excellent insight into the roles and responsibilities of multi-agencies when dealing with an emergency situation."*

*"Considering this was your first workshop, everything went smoothly, which is testament to the preparation and hard work the team has put in....."*

For further information on delivering a workshop in your area please contact

[Audrey Philp](#).

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Don't miss out—please visit the ScoRDS website for the latest articles from key journals



Scottish Resilience



## Redeveloped NEXIS now online

Over the past few months we've kept you up-to-date with the redevelopment of the National Exercise Information System (NEXIS).

The system is now online and we're beginning to add information from the SCGs about the exercises happening in their areas. Please login to the [ScoRDS website](#) to browse around the new system. Any [feedback](#) you have would be very helpful to the ongoing development of NEXIS.

As with all systems, it's only as good as the information it contains. So this is where we need your help. Please ensure that you are in contact with your SCG co-ordinator to let them know about any **multi-agency** exercises you are planning. If the SCGs are well informed about what's happening in their areas, then we can take this information and produce a clear national picture of exercise activity in Scotland through NEXIS.

We'll also be in contact with other national organisations to ensure that all their multi-agency exercises are recorded on the system. If this applies to your organisation, please get in touch to discuss how we can share your exercise programme through NEXIS.

NEXIS reflects the good practice set out in the [Scottish Exercise Guidance](#). We're currently editing the Exercise Guidance to reflect the feedback practitioners have made to the working group. An updated version will be available at the EPS conference and on the ScoRDS website from then on.

[Kerry Jardine](#)

## Pathfinders lead the way

Twenty new students from across the community embarked on the pilot course of the new Professional Development Award in Resilience Management.

They are pictured below at the induction event with representatives from both Coatbridge College and ScoRDS. Located at the college's Duart House campus the students learned about the virtual learning environment 'blackboard' and were introduced to the first modules of the course. These include exploring leadership and discussing the role of the resilience manager.

Over the next 18 months or so they will research

strategic change and organisational innovation, explore the processes of project management and learning and development. They will also develop, monitor and evaluate resilience practice in their own organisations.

Now that the pilot course is up and running, Coatbridge are turning their attention to preparations for the next course. This course is open to anyone from the community who has a role in building resilience within their organisation. Promotional work has been carried out to take the message to both the voluntary and utility sectors, to demonstrate how this award is

applicable across the whole community.

To support professional development within the community ScoRDS are setting up the **Category 1 Responder Student Grant**. This encourages practitioners from those organisations to embark on this qualification. Cat 1 students can apply to ScoRDS for a grant of up to £1,000 towards the course fees.

Interested? Well here's what a student on the course says about the pilot so far, *"it is challenging but it's making me think about other approaches to the job. I'm enjoying it"*.

[Suzanne Wilkie](#)



## Support for survivors and the bereaved

**Disaster Action** is a charity, founded in 1991 by survivors and bereaved people from UK and overseas disasters. Living all round the UK, the members have personal experience of over 20 disasters, including rail, air and maritime as well as natural disasters and terrorist attacks.

They have published a [spring 2010 newsletter](#) which you can access online. The newsletter reflects on the experiences of those whose lives were changed by those terrible events, and what the passage of the years has meant for them. It also highlights the continuing focus of Disaster Action's work: giving a voice to those affected, whether by natural disaster, transport crashes or terrorist attack.

<http://www.disasteraction.org.uk/>

# Single agency training

The success of the Strategic Manager's CPD Programme, which was aimed at strategic coordinating group (SCG) members and deputies, resulted in a demand for similar training for single agency senior management teams. In answer to this need, ScoRDS brought together a group of skilled individuals to design an appropriate seminar for senior management teams with a particular focus upon generic skills which are crucial in managing a crisis.

The design took account of the National Occupational Standards for Civil Contingencies at the strategic level and the most common reasons why crisis management

teams may fail. It has been designed as a precursor to the multi-agency Strategic Managers Foundation Seminar which is available throughout the year.

The single agency seminar is based around the key themes of situational awareness, leadership and teamwork and is designed to prepare a number of the single agencies to attend and contribute to the business of an SCG.

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 may arise.

Although organisers recognise that strategic leaders all have extensive experience, this seminar also aims to stretch participants' knowledge of management and leadership in a crisis.

The programme reflects Ministerial support for building resilience and is part of an overall training and exercise programme being organised by ScoRDS. The Scottish Government is wholeheartedly committed to enhancing the resilience of the country to disruptive challenge, with the aim of making the nation safer and stronger.

SCG coordinators are the local contact for organisations interested in the single agency seminar.

[Michael Mullen](#)

## Book review - Fire in the Night: The Piper Alpha Disaster

*"The story of the worst offshore oil disaster the world has ever seen, told as never before, by those who survived it"* Daily Mail



This book is written from the perspective of some of the men on board which makes it a gripping read. The difficulty comes when you remind yourself that this really did happen and risks were taken on Piper Alpha which resulted in

this disaster. A serious lack of situational awareness led to a chain of events, which culminated in the loss of 167 lives.

It is difficult to comprehend what these men went through and even more difficult to think that some of the survivors went back to off-shore working.

The most cheering aspect of Lord Cullen's report was a list of 106 recommendations. One of the most important is that every installation should have a temporary safe refuge (TSR) which is capable of withstanding the heat and flames of an

inferno long enough to allow workers to evacuate safely. Had this been in place on Piper Alpha, more men would have survived the disaster. The heat during that night was so intense that helicopters could only circle at a perimeter of one mile, while at sea level a converted trawler got in as close as possible but the paint on the hull blistered and the rope handrails began to smoke.

Piper Alpha, along with many other disasters of that period, prove that emergency planning is about planning for the inconceivable.

[Margaret Nicoll](#)

## ICPEMs ALERT



Last year a new organisation for emergency planning professionals was launched – ICPEM (Institute of Civil Protection and Emergency Management).

Joining the ICPEM gives members the opportunity to network with experienced practitioners and academics in the fields of civil protection, emergency management, resilience and associated disciplines.

The Institute aims to keep members informed of news and events through various media, including its journal, 'Alert', occasional specialist research papers, the web site, special interest groups and conferences.

In April, Allan Todd and Margaret Nicoll from ScoRDS attended ICPEM's annual conference in Kettering. The theme of the conference was Leadership in Crisis and Emergency Situations.

There were speakers from a variety of organisations from the UN to the Head of International Logistics at the British Red Cross.

It was reassuring to discover that the issues faced by all organisations in emergency situations are the same whether you work in a local, national or international organisation.

If you want to know more about the Institute, their website is [www.icpem.net](http://www.icpem.net). [John Handling](#), Dundee City Council Emergency Planning Officer, is also a co-founder of the Institute.

[Margaret Nicoll](#)

## Diary

1 July 2010, Govnet Events, Homeland and Border Security 2010. QEII Conference Centre, London  
[www.govnet.co.uk/security](http://www.govnet.co.uk/security)

6 July 2010, Local Government Association annual conference – Changing times, Changing minds, Bournemouth International Centre  
[www.lga.gov.uk](http://www.lga.gov.uk)

15 July 2010, Inside Government, Strengthening our National Security, Central London  
Tel : 0844 666 0664

11-17 July 2010, International Sociological Association, XVII World Conference: Research Committee on Sociology of Disasters, Gothenburg, Sweden  
<http://www.isa-sociology.org/congress2010/grants.htm>

### Knowledge Development Grant



Have you seen an event which would be useful for your professional practice??

If you are unable to secure funding, then why not check out the [Knowledge Development Grant](#). We may be able to provide funding for up to £700. Please contact [Gemma Bain](#)

## ScoRDS Update

We're always looking for new material. If you have information you would like to share with the wider resilience community across Scotland, then please get in touch with [Kerry Jardine](#).

## Current awareness – latest issues of key journals available free on ScoRDS website

The latest issues of both the Journal of Contingencies and Crisis Management (JCCM) and the Journal of Business Continuity and Emergency Planning (JBCEP) are now available on the ScoRDS website.

Articles from the **JBCEP** include:

### Comparing military and civilian critical thinking and information

### processes in operational risk management: What can we learn?

Both the military and financial sectors have consistently demonstrated an aptitude to expand the boundaries of continuity planning and crisis mitigation. A comparison of both enterprises is provided to see how their respective methodologies compare.

### How to conduct a mission-critical inventory to establish an employee cross-training programme.

The paper outlines the steps necessary for completing a mission-critical inventory, identifying interdependencies between business functions and developing an effective cross-training programme that minimises the likelihood of business disruption due to the absence of key personnel.

### The vulnerabilities of the power grid system and renewable microgrids as an alternative.

The objective of this paper is to analyse the vulnerabilities of current power-grid systems and to propose alternatives to using fossil fuel power generation and infrastructure solutions in

the form of microgrids, particularly those from renewable energy sources.

### Pandemic (H1N1) 2009: Setting up a multi-agency regional response centre in London – a toolkit for other public health emergencies.

This paper gives an overview of the activation, resilience and decommissioning of the London FRC, incorporating the lessons identified and key recommendations into a toolkit for future emergency evolving incidents that adopt a regional response centre model.

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

This article reviews how different metro systems across the globe respond to such peaks of activity, ensuring that people are moved swiftly, efficiently and safely. Representatives from four major public metro systems describe how their respective metro systems respond to the capacity demands of a major annual event.

And articles from **JCCM** include:

### Explaining the Emergence of Different European Union Crisis and Emergency Management Structures.

This article looks at the European Union (EU) tools adopted to enhance cooperation among Member States in the case of crises and emergencies (natural, industrial or man-made) occurring both inside and outside the EU borders.

### What's the Problem? Local Officials' Conceptions of Weaknesses in their Municipalities' Crisis Management Capabilities.

The aim of this study is to analyse the conceptions that groups of civil servants and political appointees engaged in vulnerability analyses have of weaknesses in their organisations' crisis management capabilities.

### Pulling the Same Way? A Multi-Perspectivist Study of Crisis Cooperation in Government.

How is cooperation possible between organisations with different mandates, cultures and professions? One conclusion is that long-term organising and exercises could help authorities to identify strengths and weaknesses such as differences in regulations and culture.

### Information Sharing During Crisis Management in Hierarchical vs. Network Teams.

This study examines the differences between hierarchical and network teams in emergency management. The results showed that network teams were overall faster and more accurate in difficult scenarios than hierarchical teams. Network teams also shared more knowledge in the difficult scenarios, compared with the easier scenarios.

For the full text of these and more articles just go to [www.scoRDS.gov.uk](http://www.scoRDS.gov.uk) login then click Library > Journals.