



## The Green Gate learning journey

Now that the live play component of exercise Green Gate has been delivered we have a chance to look back at the learning journey and to consider some of the lessons already identified.

Whilst exercise Green Gate was sponsored by Scottish Government it was agreed with the Home Office at an early stage that the exercise, and all the preparatory events such as the workshop, table top exercises and practical training would form part of the incremental build to Exercise Castle Rock; a major live play terrorism exercise planned for autumn next year.

### Green Gate workshop

In February this year a workshop to test the "Guidance for the Emergency Services on the Decontamination of People Exposed to Hazardous Chemical, Biological or Radiological Substances" was held at a hotel near Perth. The event was aimed at first responders but also included local authorities, SEPA and other supporting agencies. The workshop was extremely successful and highlighted the need for the emergency services to

exercise the arrangements for responding to a CBRN incident in one of our major cities and for more training.

The outcomes from the workshop were a real catalyst for learning and what followed was an intense summer of training within the emergency services which

**January 2010** - Exercise Castle Rock tabletop

**Sept 09 onwards** - ongoing collation and analysis of lessons from Green Gate

**Sept 09** - Green Gate live play exercise - Blue lights working together to decontaminate casualties.

**August 09** - workshop for silver and bronze commanders on guidance and interoperability procedures.

**Feb - Sept 09** - emergency services raise their awareness of guidance and working together on decontamination.

**Feb 09** - Green Gate workshop

culminated in a multi-agency silver and bronze training event at ScoRDS office in Perth.

### Silver and bronze commanders workshop

The key role played by bronze and silver commanders in a complex CBRN scenario was identified at an early stage and to improve their understanding, a workshop for the emergency services was

held in August 2009. The event was well attended and the 'top table' was made up of key members from the Green Gate planning team and representatives from the Police National CBRN Centre and the Atomic Weapons Establishment. Attendees found the event extremely useful in allowing them to gain a greater understanding of their role in a CBRN multi-agency environment. This workshop also provided a further opportunity for the commanders at the front end to work together to solve problems that would arise in a real incident.

### Green Gate live play

The live play component of exercise Green Gate was held on a site designed to represent a busy city centre with all the challenges the emergency services could expect to face, such as confined working space and restricted access. The preparation of the site was especially challenging to the Castle Rock planning team who had responsibility for delivering the logistical support for the site, as it had been disused for a number of years and lacked even the most basic services.

The bar was set very high and a large number

## Key points

- ◆ Learning isn't isolated to workshops and exercises – these events can be the catalysts to greater responsibility being taking by responders for their own learning
- ◆ A modular approach to planning, delivery and post event learning ensures that enthusiasm and energy remain
- ◆ Equality and diversity reviewing of guidance is essential
- ◆ Lessons need to be analysed, appropriate, focussed, and owned/acknowledged at board level

## Thanks

Everyone involved in the planning and delivery of the live play exercise demonstrated exceptional commitment to Green Gate, and in particular ScoRDS would like to extend special thanks to:

Exercise Castle Rock Planning Team  
Frank Clayton, Grampian FRS  
Jim Dickie, SAS  
Doug Ledingham, L&B Police  
Ian Cameron, L&B Police

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## PDA delivery partner

Coatbridge College is a further education college based in central Scotland, with around 7,000 students.

The college has taken over a brand new, state of the art premises in Strathclyde Business Park, which includes new learning and training facilities. They have also refurbished their business development department. Their expansion is not just physical or organisational, but is aspirational as well.

They had given a great deal of thought to how they could best meet our needs. What impressed the tender evaluation panel were their views on meeting the needs of a geographically widespread and occasionally remote professional workforce.

The College has engaged with **Skills Development Scotland** to make any Learning Centre (see picture) available for students on the PDA.



Innovatively, they have also engaged with Scotland's Colleges to deliver a Community of Practice. This is a mechanism to promote collaboration, knowledge sharing and identification of best practice. A community exists to help practitioners learn by sharing practice in order to improve individual and collective performance.

## Professional development for the resilience manager

After a long summer of procurement activity we now have a delivery partner for the professional development award (PDA) in Management and Resilience and the winner is.... **Coatbridge College**.



The College demonstrated that they are a quality organisation with experience in delivering management oriented awards at the same level of the PDA. Additionally they also convinced the panel that they are very committed to working with our community to develop professional competence, knowledge sharing and best practice (see the bar to the left to find our more about the college and why they won the contract).

John Doyle, Principal of the College said, "Coatbridge College is delighted to have been selected to work with the

Scottish Resilience Development Service to deliver the PDA in Management and Resilience.

"Partnerships such as this are integral to the way that the College works and will be a key influencer in how the College expands and develops as a customer focused organisation. We look forward very much to welcoming and working with members of the resilience community over

*"The Board of Management and the College Executive is committed to developing and delivering this important qualification to provide an innovative, accessible and rewarding experience to learners with tangible and sustainable benefits to employers."* **John Doyle**

the coming years."

For practitioners embarking on the award they will be considering their role as a resilience manager as well as the role of their organisation. They will be introduced to decision making models, leadership styles and asked to consider their organisation as a business

as well as a key responder. They will have an opportunity to refine and develop their own personal learning styles. The award will culminate in a collaborative project which will contribute to the development of best practice.

This award will delivered via a blended approach using distance learning and on-line delivery. Studying like this can be a bit solitary so there will be some face to face time, possibly with peripatetic lecturers from the college on a regional tour.

Interaction will also be facilitated through various supporting events throughout the year, starting with an induction event. The events will be organised jointly between the college and ScoRDS and will include key speakers from both resilience and management communities. This is quite a sizable award, the equivalent level of an ordinary degree, and it is envisaged that it will take approximately 18-24 months to complete the full award.

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## Early expressions of interest for the PDA pilot

The PDA will be going before an SQA Validation Panel in early November. On completion of this ScoRDS will be seeking volunteers to embark on a pilot course, to commence in April 2010. We envisage that there will be two entry opportunities annual for the PDA, likely to be April and August. Numbers for each course will be around 20. Expressions of interest can be forwarded to:

[Suzanne.wilkie@scotland.gsi.gov.uk](mailto:Suzanne.wilkie@scotland.gsi.gov.uk).

# Care for People workshop programme

A key element of the Preparing Scotland: Care for People (CFP) guidance is the recommendation that the Strategic Coordinating Group (SCG) establishes a Care for People Team. The guidance recognises that most responders already have arrangements in place and promotes an holistic approach based on meeting people's needs in a multi-agency environment at all times following an emergency.

Scottish Resilience is developing a workshop programme to complement the new Care for People (CFP) guidance, which has been issued to SCGs for adoption. A small working group has been established to assist with the development of the workshop programme.

Two workshops will be held for SCGs, one for the Care for People Teams' functional managers and one for emergency planning officers (EPOs).

The workshop programme will explain the new CFP guidance and the roles for functional managers and EPOs in the CFP process.

We are currently contacting SCG co-ordinators to request dates for the workshop programme which will start later this year. If you would like further information, please contact:

[Julie.Tarbet@Scotland.gsi.gov.uk](mailto:Julie.Tarbet@Scotland.gsi.gov.uk)

## Northern Periphery Programme CoSafe Project

Margaret Nicoll recently represented ScoRDS at a conference and Meeting in Stornoway. The conference was run by Western Isles NHS Team who are involved in this three-year EU funded project, together with Comhairle nan Eilean Siar, Scottish Ambulance Service and Highlands & Islands SCG.

The project brings partner organisations from Sweden, Finland, Iceland and Scotland together to ultimately enhance the safety of casualties and frontline rescue workers in remote and rural locations and hostile environmental conditions.

Sandy Mathieson OBE, Lord Lieutenant of the Western Isles welcomed the visitors to the conference. He also did a touching and thought-provoking presentation on disasters which have affected the Islands during the twentieth century. The conference itself was opened by Professor Andrew Sim, Professor of Remote & Rural Medicine, NHS Western Isles/UHI Millenium Institute.

Other speakers came from rescue practitioners, medical incident managers and local personnel who have been involved with emergencies.

[www.cosafe.eu](http://www.cosafe.eu)

A more detailed report on the project itself will be featured in our next update.

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## The Green Gate learning journey...cont'd

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of "casualties" were recruited, predominantly from Glasgow University to play the role of survivors requiring decontamination. To add realism to the exercise and ensure the emergency services considered everyone's needs, volunteers from different faith groups and an organisation employing ex-servicemen (Amputees in Action) were enlisted to play the role of injured people and people with disabilities.

### Mutual Aid

Planning for a CBRN attack is based on a UK response and Scottish emergency services were joined by colleagues from England who formed an integral part of the teams on the ground. To reinforce the need for UK arrangements umpires came not only from Scottish 'blue lights' but also from London Fire Brigade, Kent Police and the Department of Health in London.

### Identifying and learning lessons from the practical exercise—ongoing

Anxious to capture as much learning as possible, hot debriefs for exercise players and a sample of the casualties took place on the day. Whilst the emergency services will be carrying out their own structured debriefs, facilitated debriefs are also taking place for the planning teams and the silver and bronze commanders in October.

These lessons will be collated and analysed over the next couple of months. To ensure that lessons are followed through, the Contest Scotland Board will sign them off and defer to other agencies where there is a need for them to take ownership of a particular issue. Already we have identified major lessons which will enhance UK guidance and practices: these are being discussed with the Home Office, the Police National CBRN

Centre and others.

### Conclusion

The challenge now is to keep the energy going. ScoRDS see the live play exercise as just one element of a much longer journey which began more than 13 months ago, and will continue well beyond Exercise Castle Rock.

It goes without saying that Scotland is much better prepared to deal with a CBRN incident, not only because of the lessons from the exercise itself but as a product of the numerous training events in the run up to the exercise. Green Gate was unique not only in terms of its scale but also because it gave responders from across the UK an opportunity to prepare and work together to meet the enormous challenge of dealing with a CBRN attack.

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## Diary

04 - 05 November—  
Command & Control Room  
Summit 2009, The  
Netherlands  
[www.rbenw.com](http://www.rbenw.com)

24/25 November—  
Emergency Services  
Show, Coventry  
[www.theemergencyservicesshow2009.com](http://www.theemergencyservicesshow2009.com)

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

2-5 May 2010—ISCRAM  
conference, Seattle  
[www.iscram.org](http://www.iscram.org)

### 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 new [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

### Guidance on Mass Fatalities and Caring for People

Two new pieces of national guidance have been published on the Scottish Government's website. Click on the links to go to the publications for [Dealing with Mass Fatalities in Scotland](#) and [Care for People Affected by Emergencies](#) (see page 3 for details of the training programme).

### Using the disaster crunch/release model in building organisational resilience. Journal of Business Continuity & Emergency Planning,

### 2009.

This paper shows that models from related fields can aid resilience planning. It takes the crunch/release model for disaster management, and explores how a model developed to assist with the management of major emergencies in nation states can help organisations to build resilience. [Full text is available from ScoRDS](#)

### Community Resilience in Europe

Red Cross have developed this website as a gateway to resources,

information and practical tools for developing the ability of individuals, communities and organisations to be better prepared to cope with emergencies and disasters. Source: [www.informedprepared.eu](http://www.informedprepared.eu)

### Crisis leadership: when should the CEO step up? Corporate Communications, 2009.

At what point of the crisis should the CEO step up and how does that impact crisis communication? This article provides the initial template for the CEO as organisation spokesperson in crises.

## Audit Scotland recommendations on learning lessons

Audit Scotland recently produced a report of their review of civil protection in Scotland. One of their recommendations focussed on learning lessons.

The [Exercise Guidance](#) goes a long way to assisting practitioners with post event reporting and lessons identification.

However there lacks a clear mechanism for the lessons which are being identified by practitioners in regional and national multi-agency exercises to be analysed, assigned and actioned effectively.

Scottish Resilience staff are currently looking into developing an effective lessons process for the resilience community in Scotland. Following on from some exploratory work that Shuna Cant had been doing, Charlie Coull and Kerry Jardine visited

the LAND Warfare Centre in Warminster last week. They were particularly interested in the process that the army uses to learn lessons from training and operations. In the main the visit covered the process that the Army use to ensure that lessons from operations are owned and mainstreamed but there was some read across to training.

The most striking part of the process that they outlined was the way in which lessons, once sifted and analysed or clarified, are allocated to a lead policy area known as a DLOD (Defence Lines of Development). That policy lead was then held responsible for the lesson until it could be demonstrated that it had been actioned. At that point the lesson was deemed to have been

"learned". The whole process was tracked on a database called Defence Lessons Management System (DLMS) which was also used by the other two services. Using the database the progress of any lesson could be tracked even beyond the "learned" categorisation through an archiving system.

Charlie and Kerry will be continuing to examine examples like this in order to produce something effective for all of the resilience community in Scotland.

If you know of any 'lessons into learning' projects that you think would be a good example to include at this stage of development please contact:

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