



Institute of Civil Protection and Emergency Management
Uniting Academics with Professionals to Promote Excellence in Civil Protection

Blue Light

Special Interest Group Newsletter

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Why set up a Blue Light Special Interest Group within the Institute?

A government's primary responsibility is to protect its citizens. Members of the emergency services constantly put their lives at risk to assist government in meeting this primary responsibility. When they do, and we have seen some courageous examples over the last few years, government ministers are quick to praise them and visit those injured in hospital. But then it is all forgotten and in the next spending review, police forces, fire and rescue services and ambulance services find their budgets cut to the extent that they are finding it increasingly difficult to protect citizens on behalf of government.

There are approximately 40 serving and former Blue Light officers within the Institute, several whom have responded to some of the most serious incidents in this country either at Gold or Silver levels of command. Therefore, as a Learned Institution, the Institute of Civil Protection and Emergency Management is uniquely placed to provide a collaborative response, with views emanating from all three services, to the current situation with the intention of raising awareness and educating those in government as to where their responsibilities lie.

Tony Moore, President Emeritus

Message from the Inaugural Chair

Professor Paresh Wankhade, BSc MA MPA PhD FRSA FCFMI FHEA PG Cert

I am greatly honoured to lead this new SIG. The blue light services draw universal praise for swift and professional response in dealing with major incidents and protecting us. However, recent policy changes coupled with the austerity regime and the uncertainty created by Brexit has brought to fore, concerns about resources, funding levels and sustainability of their increased visibility and presence.

As an academic, I am great believer in co-production of knowledge and take pride in working closely with the professionals and practitioners in the field of emergency management. Building meaningful relationships between academia and professionals and helping to develop an evidence-based approach to problem solving will be one of my key priorities in my role as the chair. I am also quite passionate about blue light workforce health and wellbeing challenges and is no secret that issues around stress, mental health, post-traumatic

stress disorder (PTSD) are on the rise in the emergency services. MIND, the mental health charity has highlighted that 9 out of 10 members of the blue light workforce have experienced stress, low mood or poor

mental health at some point while working, and 70% of emergency service staff and volunteers they surveyed felt that the organisation did not encourage them to speak about those issues. The new SIG will provide a platform to bring expert knowledge on issues highlighted above and other issues impacting the sector and I look forward working with the Institute and Committee members to engage in this important debate.

Question from the General Secretary

As this SIG was in the process of being set up, some members suggested that agencies such as The Maritime and Coastguard Agency, the Royal National Lifeboat Institution and Mountain Search and Rescue teams ought to be included. One member suggested, presumably because they patrol the motorways, the Highways Agency might be included as well. What do members of the Committee and, indeed, the group as a whole think? Please send your views to the General Secretary at tmdisman@gmail.com

Committee

Professor Paresh Wankhade **Chair**

Paresh is an internationally known academic expert in the field of emergency services management. He has a PhD in ambulance performance and culture change from the University of Liverpool. He also leads the UK's first bespoke [Professional Doctorate in Emergency Services Management](#). He is the Editor-In-Chief of the [International Journal of Emergency Services](#). He has [published](#) widely in top academic journals and professional publications on strategic leadership, organisational culture, organisational change and interoperability between the emergency services. He regularly speaks at related events and writes [opinion pieces](#). He is also a Trustee at the [Fire Service Research & Training Trust](#).

David BaMaung **Committee Member (Police)**

David spent 30 years in the Strathclyde Police. On the formation of Police Scotland he was appointed the Senior Counter Terrorism Security Advisor, a post he held until 2018. An Honorary Professor at Glasgow Caledonian University where he is a member of the Programme Development Board for Applied Integrated Security Operations Degrees, he is the Director of Strategic Development at CAMOR Limited.

Roger Gomm, QPM **Committee Member (Police)**

Roger retired from the Metropolitan Police having successfully completed a thirty-four year career in 2012. He has a unique background in operational command having been pivotal in all major events in London for over 14 years. Now working as an Advisor, Trainer and Consultant, his portfolio includes the Cabinet Office Emergency Planning College, the College of Policing, and several universities. He is currently involved in several crisis management and security projects. He was awarded the Queen's Police Medal for distinguished service in 2007, is a Fellow of the Chartered Management Institute, A Fellow of the Security Institute and a Fellow of the Institute of Management and Leadership.

David Sheppard**Committee Member (Fire)**

David spent 28 years with East Sussex Fire and Rescue Service, for just over a year in 2011-2012, he was seconded to the Maritime and Coastguard Agency as Fire Liaison Manager, subsequently becoming responsible for Fire & Rescue Maritime Response on behalf of the Chief Fire Officers Association (CFOA). A member of the Resilience Advisors Network, he is a Director of Sheppard Safety Solutions Limited.

Daryll Stroud**Committee Member (Fire)**

Daryll served 23 years with the London Fire Brigade, spending 14 of those years as a National Inter-agency Liaison Officer with the Special Operations Group. He was the embedded Liaison Officer in the Metropolitan Police's SO15 Counter Terrorism Command for 3 years. For the last 3½ of his service, he was the Westminster Borough Commander and, as such, responded to the Westminster Bridge Terrorist attack. He is now an independent Management consultant and Company Director of Phoenix Resilience and is a member of the Resilience Advisors Network.

Robert Flute**Committee Member (Ambulance)**

Robert is a professional EPRR practitioner and HCPC registered paramedic with over 20 years' experience. A former Chair of both the Norfolk and Suffolk Resilience Forums, he was seconded to the National Ambulance Resilience Unit from 2014 to 2016, engaging, at a strategic level, with multi-agency partners from the other Blue Light Services, Home Office, Cabinet Office DCLG, local authorities, HM Armed Forces and voluntary agencies. He has an Executive Masters in Business Administration (Exec. MBA) and currently lectures at three universities and the EPC. He is currently an EPRR Command Training Advisor with the South Western Ambulance Service NHS Foundation Trust and a lead lecturer/SME for Public Health England in its Diploma for HEPRR. He maintains his paramedic status by working, part-time, with East of England Ambulance Service NHS Trust as a senior paramedic on ambulances and response cars.

Stuart Dando**Committee Member (Ambulance)**

Formerly a 3rd Officer with DFDS Ferries, Stuart is a paramedic in the South West Ambulance NHS Foundation Trust. He is also a volunteer paramedic and District Events Officer with the St John Ambulance. He holds a BSc degree in Diagnostic Radiography from Cranfield University and is currently undertaking a MSc degree in Crisis/Emergency Management at the University of Bournemouth.

Tony Moore**General Secretary**

A former soldier, police officer and pseudo-academic, Tony was latterly the Associate Director of the Resilience Centre at Cranfield University. Prior to that, he spent 28 years as a member of the Metropolitan Police, rising to the rank of Chief Superintendent. Now President Emeritus of the Institute, he holds an M.Phil degree from the University of Southampton and is the author/co-author of a number of books relating to emergency management, including three editions of Tolley's Handbook of Disaster and Emergency Management: Principles and Practice, and the British Standards Institution's Disaster and Emergency Management Systems.

News snippets which might be of interest to the Group

Compiled by Phil Trendall and Tony Moore

David Duckenfield, match commander at the Liverpool versus Nottingham Forest F.A. Cup Semi-final in 1989, is due to face a retrial at Preston Crown Court, commencing on 7 October, over the deaths of 95 football fans. Charged with gross negligence manslaughter, it will be recalled that a jury failed to agree at an earlier trial in April.

A lawsuit brought by a police sniper against the New South Wales Police was settled out of court in August. The sniper, identified only as Sierra 3-1, alleged in a 30-page affidavit that he has suffered psychological trauma as a result of the decisions taken by his superior officers during the siege at the Lindt Café in December 2014 in which 17 people were taken hostage. Following the inquest into the deaths of two of the hostages, the state coroner, Michael Barnes issued a 472-page report which criticised police handling of the siege. See www.lindinquest.justice.nsw.gov.au

Following public interest immunity applications, the coroner appointed to inquire into the Manchester Arena terrorist attack, retired, High Court judge, Sir John Saunders, has ruled that evidence from MI5 and the police should be kept secret on the grounds that it would assist terrorists in carrying out similar attacks. He went on to say that, taking this ruling into consideration, an adequate investigation could not be conducted within the framework of the inquest, making it more likely that a public inquiry will be set up which would allow evidence to be heard in closed sessions.

The first report into the Grenfell Tower fire, looking at what happened on the night 72 people were killed on 14 June 2017, is due to be published after the conclusion of the parliamentary recess in October. It is anticipated the second phase, which will examine the circumstances and causes of the disaster, will commence in January 2020.

On 16 September, it was announced that Metropolitan Police officers investigating the Grenfell Tower fire had interviewed the London Fire Brigade under caution. The interview was given voluntarily 'as a body rather than an individual'. Chief Officer Dany Cotton said hundreds of LFB staff had already given voluntary statements, commenting, 'We must all understand what happened and why, to prevent our community and emergency services from ever being placed in the possible conditions ever again.'

The EPC has recently issued its latest Short Guide, Crisis Leadership. The Guide, published under its Insight programme, is in four parts:

- Part 1 Key Concepts
- Part 2 Core Functions
- Part 3 Useful Tools
- Part 4 Staying Effective

See www.epresilience.com/media/new-insight-publication-from-the-epc

The families of those who died in the Guildford Pub bombings in 1974 have been denied legal aid. The attack killed five people, including four servicemen. Following the conviction of the so-called Guildford Four the original inquest in 1975 was suspended. Earlier this year, the Senior Surrey Coroner ordered the resumption of the original inquest. Both the police and the Ministry of Defence will be represented by lawyers at the inquest.

Counter Terrorism Policing (CTP) has recently announced that the number of plots foiled since March 2017 has risen to 22.

The case of R (on application of Maughan) v Senior Coroner for Oxfordshire [2019] civ809 has effectively updated the definition of suicide meaning that inquests will use the balance of probabilities to determine whether a person took their own life. This has implications for suicide statistics and for investigations involving terrorists who take their own lives in an attack and those who kill others when they kill themselves, e.g. the Ufton Nevert railway accident in 2004.

Useful e-mail addresses

Association of Ambulance Chief Executives

www.aacc.org.uk

National Fire Chiefs Council

www.nationalfirechiefs.org.uk

National Police Chiefs Council

www.npcc.police.uk

Joints Emergency Services Interoperability Principles (JESIP)

www.jesip.org.uk

Emergency Planning College

www.epcresilience.com

International Journal of Emergency Services

<https://www.emeraldgroupublishing.com/ijes.htm>

Members are reminded that the EPC 'Round Up' is the successor of what was an original product of the Institute's previous Blue Light Special Interest Group and carries the badge of the Institute.

See <https://www.epresilience.com/services/thought-leading/knowledge-centre/resilience-round-up/>

Wellbeing and mental support in the emergency services

Tony Moore describes briefly an ambitious project carried out by the mental health charity MIND.

Earlier this year, MIND reported on a 4-year programme it ran in the emergency services between 2015 and 2019 called the Blue Light programme. At the beginning of the programme, researchers found 'almost nine out of ten (88%) of personnel had experienced stress and poor mental health while working for the Blue Light Services and yet 'almost three quarters (71%) of emergency service personnel said their organisation did not encourage them to talk about mental health', as a result of which there was a 'perceived stigma associated with experiencing [such problems]'

Researchers carried out two surveys, at the beginning of the programme in 2015 and at the end of the project in 2019. In the first carried out in early 2015, they received responses from 3,627 Blue Light workers (37% Ambulance; 24% Fire; 23% Police; Search & Rescue 4%). 53% described their mental health as good or very good; 33% were neutral and 14% described it as poor or very poor. In the second survey carried out in

December 2018 and January 2019, they received responses from 5,081 Blue Light workers (28% Ambulance; 20% Fire; 41% Police; 11% Search & Rescue). 45% described their mental health as good or very good (down 8%); 34% were neutral and 21% described it as poor or very poor (up 7%).

It will be recalled that in the intervening period between the first and second surveys, there were a number of serious incidents, including the Manchester Arena bombing, the Westminster Bridge and London Bridge terrorist attacks and the Grenfell Tower fire.

The programme was aimed at reducing the stigma, promoting wellbeing and improving mental health support for those working or volunteering in the Blue Light Services.

The five top causes of poor mental health in the Blue Light Services in 2019 were:

1. Excessive workload.
2. Trauma.
3. Pressure from management.
4. Long hours.
5. Organisational upheaval.

Although the top 5 are the same as they were in 2015, there has been an increase in the percentage who cite trauma as a factor to the extent that it moved up from fifth place to second.

An encouraging sign is the huge increase in the number of responders who say their organisations encourage staff to talk openly about mental health from 29% in 2015 to 64% in 2019.

The report made several recommendations:

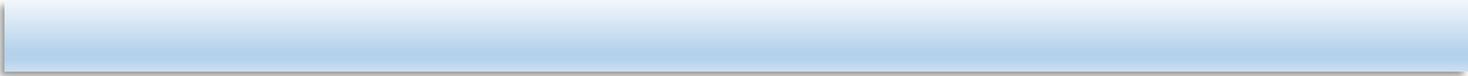
- Ensure there is investment in workplace wellbeing and mental health initiatives, tailored to the unique needs of blue light staff and volunteers.
- Enable strong policy frameworks that prioritise mental health and wellbeing, considering organisational issues and pressures and how it is intended to address them.
- Adopt and promote the Thriving at Work care and enhanced mental health standards and regularly measure, review and act on feedback to ensure progress against them.
- Ensure there's appropriate support for all teams and regularly seek feedback through surveys and temperature checks to help make necessary improvements or adjustments based on need.
- Promote and invest in training in mental health awareness, trauma and resilience and make these mandatory to all staff – including managers and new recruits – and ensure this is accessible, offered at times and in format that meet staff and volunteer needs.
- Create and strengthen networks of workplace mental health champions at all levels to change the way 999 teams think and act about mental health, and widely promote resources and confidential sources of support. Ensure everyone knows what support is available internally and externally.

The advice to Government and policy makers was to:

- Ensure the mental health of 999 teams is a national priority by continuing to make resources available to increase workplace wellbeing; and
- Support culture change by promoting the adoption of the Thriving at Work core and enhanced mental health standards by emergency services.

Repository

The Blue Light Special Interest Group is keen to develop a repository of useful articles, reports and book titles which may be of interest and value to its members. If you have written an article or you know of a report or a book that should be included in this Repository, please forward the details or, indeed, a copy of the article to the General Secretary at tmdisman@gmail.com



LinkedIn

Just a reminder that the Institute has its own page on LinkedIn under the title ***The Institute of Civil Protection and Emergency Management***. Unfortunately, despite having some 1600 registered members, very few appear to regularly check the page. It is one way the Institute communicates with its members, so, if you are not already registered, please get registered, and check it regularly.



Next newsletter

The next newsletter will be published in the New Year. If you have anything you would like to include, please let me the General Secretary at tmdisman@gmail.com have it by 31 December 2019. Short pieces such as the one that appears in this Newsletter regarding the MIND report are particularly useful.