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EXERCISE EQUINOX

26th and 27th September 2008

DEBRIEF REPORT



**Produced by Wiltshire and Swindon Local Resilience Forum
Training and Exercising Sub-Group**

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Glossary of Terms

APCM	Aircraft Post Crash Management
CCA	Civil Contingencies Act
CSI	Crime Scene Investigator
DVI	Disaster Victim Identification
ECC	Emergency Communications Centre
GOSW	Government Office South West
GWAS	Great Western Ambulance Service NHS Trust
HICC	Health Incident Coordination Centre
HM	Her Majesty's
HPA	Health Protection Agency
HQ	Headquarters
IIEM	Introduction to Integrated Emergency Management
IT	Information Technology
ISSEE	International School of Search and Explosives Education
LA	Local Authority
LAIO	Local Authority Incident Officer
LRF	Local Resilience Forum
MERIT	Major Emergency Response Incident Team
MOD	Ministry of Defence
MT	Motor Transport
NHS	National Health Service
PCT	Primary Care Trust
RAF	Royal Air Force
RAYNET	Radio Amateurs Network
SAR	Search and Rescue
SCC	Strategic Command Centre
SCG	Strategic Coordinating Group
SIM	Senior Identification Manager
SIO	Senior Investigating Officer
STAC	Scientific Technical Advice Cell
TORs	Terms Of Reference
USAR	Urban Search and Rescue
VIP	Very Important Person
WCC	Wiltshire County Council
WFRS	Wiltshire Fire and Rescue Service
WILSAR	Wiltshire Inland Search and Rescue

1.0 Foreword

I am pleased to deliver this multi-agency debrief report on Exercise Equinox by the Wiltshire and Swindon Local Resilience Forum (LRF) Training and Exercising Sub-Group.

Aside from our duties under the Civil Contingencies Act (CCA) 2004 there is an expectation placed upon us to conduct our activities to the highest standard. Exercises such as Equinox provide us with the opportunity to work together and gain better understanding of our ability to operate in a multi-agency environment.

Exercise Equinox was a well planned and coordinated event that provided a challenging and realistic scenario for all participants. The Exercise has provided an insight into the difficulties that a genuine Major Incident could present in terms of the response and coordinated rescue effort and longer term recovery process.

The Exercise has provided a golden opportunity through its learning outcomes for us to ensure that our plans and processes are robust and that we are able to deliver a multi-agency response fit for the 21st Century.

There is a necessity to ensure that the momentum provided by the Exercise is maintained through further partnership working and I encourage all agencies to apply the findings from this report to their own working context. There are some common themes that have emerged through the debriefing process indicating the need to continue training and seek workable solutions to the issues raised.

May I take this opportunity to thank all participants for the professional manner in which this Exercise was approached, but pay particular regard to the LRF Training and Exercising Sub-Group and wider planning team for delivering a first class Exercise.



Andy Marsh
Assistant Chief Constable, Wiltshire Police.
Chair of Wiltshire and Swindon Local Resilience Forum

2.0 Executive Summary



This Executive Summary provides an overview of the main learning points identified during the Exercise and the de-brief process. Many of the learning points are generic although some are more specific relating to particular agencies. There is no criticism of any individual person within this report and its findings should be viewed as a constructive development activity.

The general agreement is that the Exercise has been a huge success, which achieved the aim and objectives set by the LRF back in 2006.

The exercise demonstrated the ability of Wiltshire and Swindon Category One organisations to effectively respond to a Major Incident.

As with all Major Incident Exercises valuable lessons have been identified and these are laid out in full in Section 14.0 of this report.

The main themes include:

- Review existing facilities and Information Technology (IT) infrastructure within the Emergency Communications Centre and individual organisations own IT infrastructure and communications resources.
- Create an Intelligence/ Cell to coordinate information at all levels of command.
- Ensure sufficient support is in place to the Strategic and Tactical level.
- Ensure sufficient key staff are trained and increase knowledge regarding the roles and responsibilities of multi-agency partners including voluntary agencies. Including increasing delivery of the Introduction to Integrated Emergency Management Training (IIEEM).
- Build on local live media engagement.
- Deliver a Recovery Table-Top Exercise in September 2009.
- Identify a Project Manager for future Exercises.
- Ensure LRF and individual agency Major Incident Plans are updated in line with lessons identified.

3.0 Background (including CCA and Good Practice)

The Civil Contingencies Act (CCA) 2004 places a number of duties on Category One and Two responders in respect of Cooperation, Information Sharing, Risk Assessment, Emergency Planning, Business Continuity, and Warning and Informing. This is the first major exercise conducted since the implementation of the Act.

Historically the LRF (previously the Major Incident Coordinating Group) for Wiltshire and Swindon has conducted large scale multi agency exercises every five years to ensure examination of plans and processes.

Standard good practice within the LRF is to produce debrief reports from all multi-agency exercises from which lessons may be identified and incorporated into future planning and training. This report is therefore produced in compliance with Section 2(1) (a to g) of the CCA 2004 (Contingency Planning) Regulations 2005. Exercise Equinox was a two day multi-agency Major Incident Exercise that took place on Friday 26th and Saturday 27th September 2008.

The Exercise was planned and produced by members of the LRF Training and Exercising Sub-Group and others who acted as the Directing Staff and Umpires during the course of the Exercise.

The Exercise involved both real and notional exercise role play and examined the ability of Category One and Two responders to respond to a Major Incident.

The Exercise took place at the former RAF Chilmark base, area of map reference SU 974314 on land owned by Mr Andrew Wardall and leased to the International School of Security and Explosives Education (ISSEE).

The Exercise used the recognised Command and Control structures of Strategic (Gold), Tactical (Silver) and Operational (Bronze) throughout.

In order to allow the Exercise to function within the limited time frame some aspects of the Exercise were pre-determined such as the locations for Strategic and Tactical Command and for the Rest Centre and Media Coordinating Centre etc.

The Exercise was developed to provide a safe learning environment. The purpose of the Exercise was to test organisational plans and procedures and not individuals and as such players were free to participate fully and enjoy the event. As with all exercises and in the subsequent debriefing process there were lessons identified. These are reflected in this document.

4.0 Terms of Reference (TORs)

Under the CCA 2004 there is a duty placed on Category One Responders to undertake exercises. In addition individual agencies are required to exercise and test their own Major Incident Plans.

In 2006 the Wiltshire and Swindon LRF agreed to establish, through the Training and Exercising Sub-Group, a core planning team to deliver the next five yearly exercise scheduled for 2008.

The terms of reference are as those identified within the TOR of the Training and Exercising Sub-Group and in line with the principles contained in the LRF Governance document (2008).



5.0 Aim and Objectives

Aim

To demonstrate Wiltshire and Swindon's integrated management of a Major Incident through exercising the multi-agency command and control systems at all levels and practicing elements of the responding agencies' Major Incident Plans.

Objectives

- To establish and practice command and control systems at all levels.
- To exercise all relevant Major Incident Plans.
- To allow agencies to examine elements of their business continuity arrangements.
- To exercise welfare arrangements.
- To exercise agency media response including warning and informing the public.
- To examine the health implications of a major incident and the effects upon the local health services.
- To examine the integration between the Ministry of Defence (MOD), Police and Survivor Reception Centre concerning casualties.
- To exercise the plans of, and co-ordination and cooperation with, Category Two responders and the Voluntary Agencies.
- To examine environmental impact and remediation.
- To exercise the interface between the civil emergency services and the MOD Aircraft Post Crash Management Organisation.
- To allow all responders to participate as fully as possible in a non-blame culture within the confines of the exercise.



6.0 Pre Planning and Preparation

In June 2006 the core planning team was established consisting of representatives from the following agencies:

Wiltshire Police (Chair)
Wiltshire Fire and Rescue Service
Great Western Ambulance Service NHS Trust
Wiltshire County Council
Swindon Borough Council
Wiltshire Primary Care Trust (NHS Wiltshire)
Health Protection Agency
Military (43 Wessex Brigade)
Royal Air Force (RAF) Lyneham
Other agencies were co-opted as the planning for the Exercise progressed.

A budget of £26,000 was created by direct funding from a number of the LRF partners, whilst a cost neutral approach was delivered in respect of staffing for the Exercise. Those agencies unable to provide financial support contributed other resources, including staff and equipment.

A series of meetings took place over the two year planning cycle, including convening Sub-Groups for Logistics and Communications, to support the planning process. Updates were provided to the LRF at quarterly meetings where members were able to question aspects of the planning process and review the financial costs.

A series of training programmes were delivered both internally by individual organisations and through the multi-agency arena in order to prepare staff for the Exercise.

These included:

- Introduction to Integrated Emergency Management (IEM) Training (Quarterly)
- Exercise Fleet Media Table-Top (November 2007)
- Exercise Noxious Strategic Table-Top (March 2008)

In addition, a series of briefings took place including a Strategic briefing at County Hall on the 8th September 2008 where Strategic and Tactical Commanders and other key players were provided with an overview of the Exercise arrangements.

A detailed and comprehensive Exercise Operation Order was developed and provided to all exercise players. This consisted of a main briefing document with a series of annexes relevant to specific elements of the Exercise.

7.0 Scenario



The scenario was based on a RAF C17A Globemaster III transport aircraft, flight ASCOT 6400, en route from an operational theatre to RAF Lyneham. Around the Dorset/Wiltshire border it started its descent to 15,000 feet. The civilian air traffic control, Swanwick Air Traffic Control in Hampshire saw the C17 'squawk' the emergency code '7700' over the Dorset/Wiltshire border. The aircraft's height was seen to fall off rapidly on Swanwick's screens. Shortly afterwards, the aircraft disappeared from the screens altogether. There was a brief radio transmission in which a crew member was heard to say that there had been an explosion in No 3 engine, that this hit No 4 engine and had taken off the starboard wing tip. They could not control the roll and were losing control of the aircraft; nothing else was heard.

There were 16 persons on board.

A wing section and an engine fell on Chilmark Without Railway Station striking a carriage of a stationary train at the platform. The main fuselage crashed onto the village of Chilmark Without itself, causing a massive fireball. The aircraft disintegrated on impact sending fuel, aircraft debris and cargo over a wide area. A number of houses were affected which caught fire resulting in a number of hazardous plumes.

All 16 crew and passengers on board the aircraft were killed together with 16 persons on the ground (6 at the railway station and 10 in the village) giving a total of 32 deceased.

At least 107 other people were injured including several trapped in vehicles, a railway carriage and beneath collapsed buildings. Approximately 100 people required evacuation.

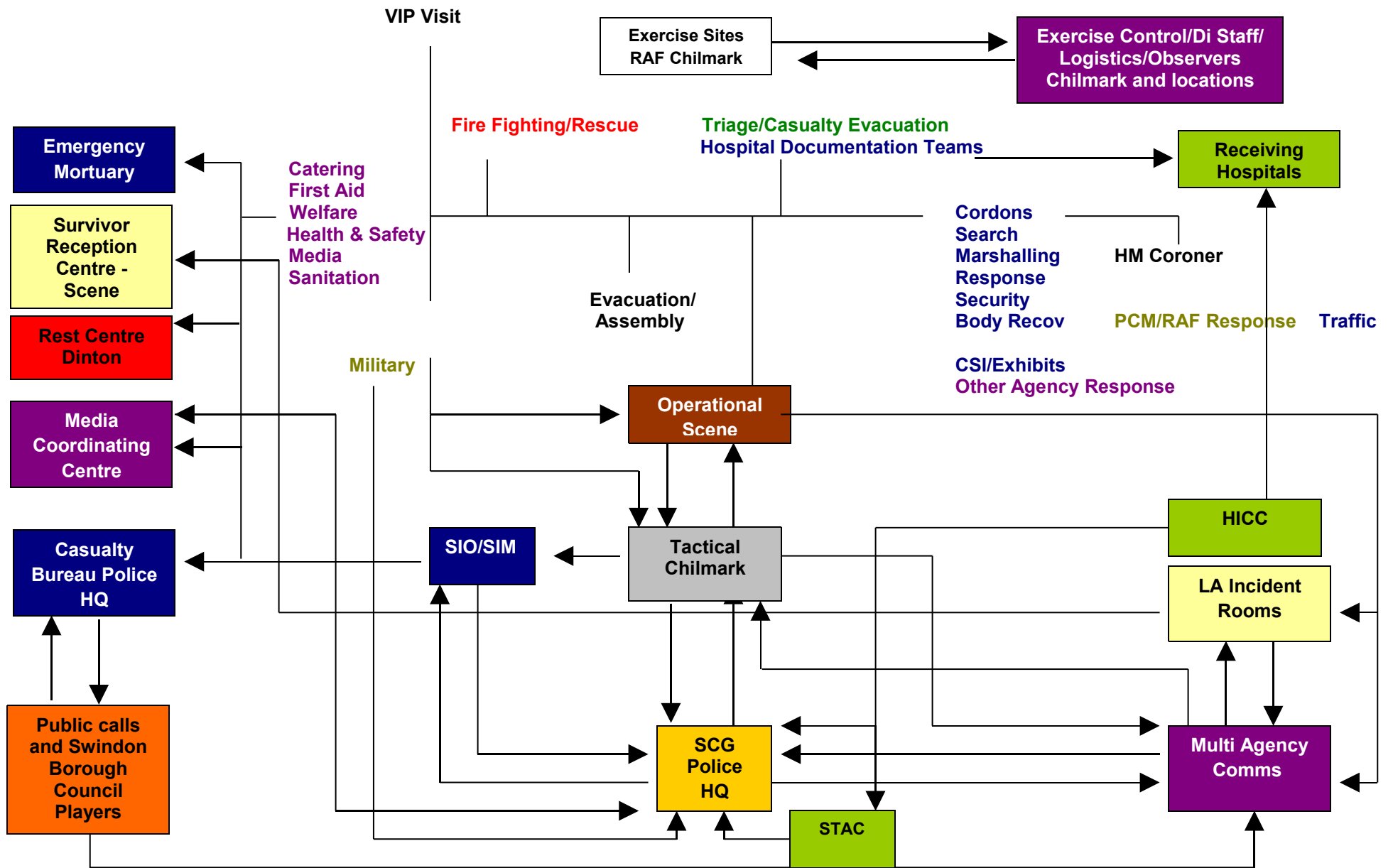
The main electricity sub-station supplying the village was destroyed and a water pipe was ruptured adding to the hazards and difficulties for attending personnel.

The Exercise start time was 1200 hours on Friday 26th September 2008 and the weather was bright and sunny.

Live play continued until approximately 1830 hours where it was suspended although Strategic and Tactical continued until 2200 hours where again play was suspended for the day.

The Exercise recommenced on Saturday 27th September 2008 at 0700 hours for the Strategic and Tactical Command with live play commencing at 0800 hours. This consisted mainly of the Victim Recovery and Mortuary elements as well as some on scene activities. The VIP visit, Media Centre and Casualty Bureau continued through until the end of the Exercise at 1400 hours.

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EXERCISE EQUINOX OVERVIEW



8.0 Locations of Exercise Elements

Holding Area

The Exercise Holding Area was located at Dinton Business Park, approximately two miles from the incident site. Agencies not attending from their normal place of work were stationed at the Holding Area prior to the start of the exercise. Responders at the area were given a Health and Safety brief by Fire Service staff.

Exercise Site – Train Station

Chilmark Without Train Station was located in ISSEE's Motor Transport (MT) Yard. An actual Virgin Train buffet car on site represented the South West Train's Exeter to London service. The railway line was marked out with tape and the platform was marked out using barriers and cones. A building on site was used as the ticket office and a Station Manager was provided by South West Trains for added realism.

The RAF provided aircraft wreckage to dress the scene. Mannequins together with fire dummies were used to represent the deceased. Role players acted as casualties and evacuees.

Exercise Site – Village

The village location was situated in ISSEE's Proof Yard, a long site containing several single storey brick buildings that doubled as village houses. Additional houses were marked out using tape with signs indicating the address and any 'damage' caused by the incident. The village also contained a church, a local shop and a village pub – the Equinox Arms.

Due to the location's environmental constraints, as a roosting area for protected bats, there were limitations on what could be established on site e.g. no real smoke could be used, some buildings were out of bounds and live play had to terminate at dusk.



The Fire and Rescue Service created scenarios designed to test the skills of responding agencies, including road traffic incidents, simulated fires and two collapsed building scenarios. Cosmetic smoke was used to provide realism.

The RAF provided aircraft wreckage to dress the scene including the cockpit of a large aircraft and wing sections. Mannequins together with fire dummies were used to represent the deceased. Role players acted as casualties and evacuees.

Pyrotechnics from ISSEE were used at the start of the Exercise to create a greater impact and impetus for initial responders.

Tactical - Silver

Tactical Command was located on the ground floor of the main ISSEE building and was pre-identified in the planning stages in the absence of any other suitable nearby location.

Strategic - Gold

The Strategic Command Centre (SCC) was located in the Emergency Communication Centre (ECC) at Police Headquarters Devizes, which is the identified location for a Strategic Coordinating Group (SCG) during a 'real' Major Incident.

Scientific and Technical Advice Cell (STAC)

The STAC which provides which provides scientific and technical advice to the Strategic Coordinating Group was pre-identified in the Neville Room at Police Headquarters, Devizes.

Emergency Service Control Centres

The Fire Service and Wiltshire Police operated from the joint emergency service control room at Police Headquarters, Devizes. Great Western Ambulance had a command support unit at scene.

LA Incident Rooms

Wiltshire County Council established their Incident Room in Conference Room 3, First Floor at County Hall, Trowbridge. Salisbury District Council established their Incident Room at Churchfields Depot, Churchfield Industrial Estate, Salisbury. Both Incident Rooms acted as the main coordination and communication hubs for the respective Local Authorities.

Health Incident Coordination Centre (HICC)

The Primary Care Trust Control Room, known as a HICC, was located in the Conference Room at Southgate House, Devizes, as per normal operational procedures.

Receiving Hospital

The receiving hospital for the Exercise was Salisbury District Hospital operated by Salisbury Foundation NHS Trust, located in the south of Salisbury.

Swindon Borough Council Inject Delivery Centre

Staff from Swindon Borough Council, based in the David John Murray building, acted as the call making and inject delivery team.



Rest Centre

The Local Authority Rest Centre was pre-determined at Dinton Village Hall. Local Authority staff were pre-located at the Rest Centre. The Village Hall also doubled as the holding and make up area for Casualty Union and British Red Cross staff who were participating as casualties for the Exercise. All players received a pre-exercise briefing from Directing Staff.

Emergency Mortuary

The Emergency Mortuary was located in the 'ticket office' at Chilmark Without Railway Station. However, as part of exercise play the location was notionally determined to be Knook Camp, near Warminster.

Media Centre

The Media Centre was pre-determined at Philipps House in Dinton, a National Heritage building. The location was chosen due to its close proximity to the Exercise site at the request of local live media.

Casualty Bureau

The Casualty Bureau was established at Police Headquarters, Devizes. Its function was to collate information regarding casualties and those affected by the incident. Information was received from the Rest Centre, receiving Hospital and members of the public via both telephone injects from Swindon Borough Council.

Directing Staff

The Directing Staff were members of the Training and Exercising Sub Group and other co-opted members from the core planning team. Exercise Control was positioned on the ground floor of the main ISSEE building and Directing Staff and Umpires were located at all main exercise locations.

A member of the Wiltshire Fire and Rescue Service was designated as lead Exercise Director.

9.0 Participating Organisations



The following alphabetically listed agencies took part, were consulted or aided in the planning and delivery of Exercise Equinox.

Ambulance Services

Great Western Ambulance Service
Yorkshire Ambulance Service

Fire and Rescue Services

Wiltshire Fire and Rescue Service
Avon Fire and Rescue Service Urban Search and Rescue (USAR) Team
Hampshire Fire and Rescue Service
Fire Ground Feeding Team (Saturday)

Government Agencies

Environment Agency
Government Office South West (GOSW)
Central Office of Information

Health Services

Wiltshire Primary Care Trust
Swindon Primary Care Trust
Salisbury Foundation NHS Trust
Royal United Hospital NHS Trust
Health Protection Agency
NHS South West

Local Authority

Wiltshire County Council
Salisbury District Council
Kennet District Council
North Wiltshire District Council
West Wiltshire District Council
Swindon Borough Council

Military (Armed Forces)

43 Wessex Brigade
RAF Lyneham
RAF Regional Liaison Officers South West, Wales, London and South East (for MOD Aircraft Post Crash Management (APCM) organisation)
Joint Aircraft Recovery and Transportation Squadron, MOD
RAF Mountain Rescue Services
Joint Casualty and Compassionate Centre, MOD
Aeronautical Rescue Coordination Centre, RAF Kinloss
'A' Flight, 22 Squadron, RAF SAR

Police Services

Wiltshire Police
British Transport Police

Role Players

Robert Key MP
Casualty Union
Salisbury College
South West Trains Care Team
Volunteers from the Wiltshire Community

Transport Companies

Network Rail
South West Trains
Wilts and Dorset Bus Company

Voluntary Agencies

British Red Cross
St Johns' Ambulance
WRVS
Salvation Army
Radio Amateurs Network (RAYNET)
Wessex 4x4
Wiltshire Inland Search and Rescue (WILSAR)
Wiltshire and Swindon Churches Together
Rotary Club
Skywatch

Special thanks for their assistance and participation is also extended to:

International School of Security and Explosives Education (ISSEE)
External Visitors
Local and Regional Media
Andrew Chadwick – Unmanned Aerial Vehicles

Thanks are also extended to the following persons who have produced this report

Bob Young Wiltshire Police
Debbie Haynes NHS Wiltshire
Jane Browning Wiltshire County Council
Dave Dunford Wiltshire Fire and Rescue Service

And to all others who have contributed to the debrief information who are too numerous to name.



10.0 Evaluation Sheets/Debrief Process

Due to the large number of players and the remote locations involved it was decided not to undertake a hot debrief although individual agencies were free to do so to meet their own needs. However, In order to capture relevant information from as many people as early as possible, evaluation sheets were made available to all participants with instruction to complete and return to their own agencies by a set date.

Overall the anticipated response was not as great as hoped however it is believed the main learning outcomes were captured.

Individual agency debriefs took place during October, in preparation for a multi-agency structured debrief on the 27th November 2008.

The findings of all the evaluations and debriefs have informed the production of this report.



11.0 Learning Issues

Communications

- Despite testing communication signals pre-exercise, mobile phone reception was poor and sporadic across the exercise site. This led to difficulties in communicating across all command levels, as well as between Directing Staff. This resulted in delay in information being passed, frustration, confusion and duplication of messages. It is noted however, that due to the rural nature of Wiltshire these problems reflect the reality of a genuine Major Incident.
- Insufficient landline availability was a common problem at Tactical Command, the Rest Centre, Media Centre and Directing Staff control. This led to an over reliance on mobile telephones which compounded the reception and band width issues previously noted.
- A number of IT facilities were provided at various exercise sites. However problems with infrastructure were experienced in many areas including: Strategic Command, STAC, Tactical Command and the Media Centre. It was identified that individual organisations need to take more responsibility for providing their own IT and communication resources.
- Communications structures provided were under utilised during the Exercise, e.g. RAYNET and the Airwave Bronze Intra-operability Protocol.
- Although the Airwave system capacity was increased prior to the Exercise problems were still experienced. This was in part due to the volume of traffic and lack of radio discipline.

The analysis of the Exercise has highlighted that one of the airwave masts exceeded its capacity on the Friday caused in part by officers unconnected with the exercise monitoring the event. This has resulted in an increased cost to the Police.

- The primary number provided by the Ambulance Service simulating their control room was unobtainable. This created the inability of several agencies during the early stages to make contact with 'Ambulance Control'.

Command and Control

- There appeared to be a lack of effective information flow between the various command and control elements. This was partly due to the difficult technical communication issues, but also timings, conflicts of meetings and a lack of central coordination of information. This was further complicated by the loss of a number of key Police staff 24 hours before the commencement of the exercise, which had an impact on Strategic support. With no Strategic Command Centre Manager available this led to a lack of emphasis and capability to resolve certain communication and IT issues. There was particular difficulty in receiving accurate information about fatalities, although this is reflective of reality in incidents with a high mortality rate. Wiltshire County Council had some major issues communicating with County Hall as the Strategic players did not have access to their normal specified room.

- Delays in decision making caused problems for the operational response. Efficient and timely leadership and direction is required to ensure important messages are communicated swiftly, with confirmation of receipt and understanding returned.
- Very little consideration was given to the provision of community reassurance at any stage of the Exercise. This should have been considered within the media strategy and as a key priority in the Strategic decision making process. Community reassurance is particularly important for the Local Authority to enable effective response and recovery to the affected community. The Recovery phase of the incident was not tested as part of the Exercise. (It is intended to deliver a recovery table top based upon this Exercise scenario in order to examine community reassurance and recovery issues.)
- Strategic Command (Gold) issues included:
 - The equity of agencies within the Strategic Coordinating Group. Some agencies did not feel that their Category One status was noted or reflected in meetings.
 - Capacity and lack of available break out space led to some agencies being displaced and having to share facilities.
 - Although 14 access cards to the ECC building were distributed. Strategic players felt that this was inadequate and some people struggled to access required areas.
 - Some Strategic players self deployed to the Strategic Command Centre (SCC) before official notification and this led to the SCG being established in an unrealistic timeframe.
 - For the first time in an exercise a STAC was established and set up in the Neville Room in the main Police HQ building. This resulted in the STAC feeling remote and unable to communicate effectively due to lack of IT and resources in the room.
 - The Strategic Coordinating Group was well attended but highlighted capacity issues. Strategic meetings were busy and lengthy, although some attendees were there in a purely observational capacity.
 - Due to exercise artificiality and the constraints on organisations to provide additional staffing, there was limited support available to fulfill all required Strategic functions.
- Tactical Command (Silver) issues included:
 - Several issues highlighted at the Strategic level were also reflected at the Tactical level. These included capacity and break out space, self deployment, interaction with other elements e.g. Strategic and Operational and the support constraints experienced by exercise artificiality.
 - Due to the length of Tactical Command Meetings there was a delay in effective command to the operational response.
 - Players reported a lack of understanding of other agency's roles and responsibilities. As well as in some cases requiring further training to undertake their own role as agency representatives in Tactical Command.
- Operational (Bronze) issues included:
 - The role of the Local Authority Incident Officer (LAIO) was clearly not understood and led to their exclusion from both Incident sites. Without a LAIO on scene the Local Authority were severely restricted in their response at all levels.

- With the exception of Fire Services clear identification of Operational Commanders from attending agencies was felt to be inadequate.
- Lack on integration between agencies in some instances and a reluctance of some Operational Commanders to take part in formal Operational meetings.
- Role playing casualties and evacuees observed a lack of urgency in the initial stages by emergency responders on scene, particularly triage.

Access and Traffic Management

- Holding Area
 - Responders were called forward from the Holding Area to attend the relevant locations. The Holding Area was controlled by the Fire Service. It became clear that the area was not sufficiently controlled resulting in mass attendance at the scenes and independent deployments of resources. The Exercise Planning Team acknowledges that the Holding Area was insufficiently planned and managed in the exercise preparation.
 - The lack of control at the Holding Area led to severe congestion at the scene and along the C276 which had been closed to public traffic. This congestion prevented the timely arrival of some responders and also created additional pressures on staff at scene. Traffic management then became an issue as the incident scene was compromised due to the narrow road and unavailability of alternative parking area because of Exercise limitations. The nature of the area contributed to the problems since there were no facilities to implement a one way system. However, the traffic issues were eventually resolved.
- Incident Sites
 - The majority of initial responders went directly to the train station site, which due to its compact nature, caused traffic issues. This delayed the response to the village scene.
 - Initial responding vehicles compromised entry for subsequent emergency vehicles.
- Parking
 - Although during live play Commanders attempted to establish a marshalling point in a neighbouring field, this was an out of bounds area and therefore Directing Staff had to override this decision. This led to further traffic management issues around the village entrance.
- No Duff Incidents
 - During the exercise two 'no duff' vehicle collisions took place causing additional traffic access issues and delays to response.

Humanitarian Assistance

- Evacuees/Survivors
 - No effective evacuation strategy was implemented, partly due to the exclusion of the LAIO.
 - A Survivor Reception Centre was not formally established. However, the Police did engage with Survivors in the early stages.
 - Players commented that they felt confused as to expectations due to poor information provision during exercise play at the evacuation stage.
 - Due to communications failures the evacuees were left waiting for transportation to the Rest Centre for an unacceptable amount of time.

- Rest Centre
 - The delayed arrival of evacuees at the centre compromised the timelines and caused difficulties for the Rest Centre Manager and Staff.
 - Police responding at the Rest Centre were not entirely informed on their role and responsibilities.
 - Lack of communication from the scene prevented Rest Centre staff from providing evacuees with updated information despite repeated requests.
 - Confusion over contamination led to difficulties in process due to conflicting information.
- Casualties
 - Some Casualty players reported that triage appeared slow. Comments also reflected that a number of high priority cases were left for long periods of time before receiving any treatment. These comments should be balanced against the realities of initial response capabilities at any large scale incident.
 - All agencies had a tendency to focus on immediately evident casualties as opposed to conducting a wide scene assessment e.g. Fire and Rescue Service stopping to attend to trapped casualty in vehicle.
 - There was some evidence of a lack of joint incident management between emergency services in the initial stages.

Media Handling and Strategy

- Strategic and Strategic Support
 - Whilst this position was covered effectively by the Health Protection Agency, the lack of a Police Media lead at the SCC has been reflected as a failure and there was limited support to enable Media strategies to be implemented. This situation was caused partly due to lack of available Police resources and exercise artificiality to provide additional staffing to support the Media lead. It was recognised that in a real Major Incident considerable resources would have been provided to allow a Strategic Media Group to function correctly.
 - Although a Strategic Media Strategy was produced, failures in communication prevented this being circulated amongst the other command levels.
- Media Centre
 - Whilst the location provided was excellent in terms of security and parking the media held a clear view that in reality their focus would be at a forward media point at the incident scene.
 - There are differing views as to the location and role of a Media Coordinating Centre i.e. media reporting from the scene versus media briefings by Strategic players. Flexibility is the key to successful media management.
 - The location chosen had limited IT facilities, however, in a real incident the Local Authority would identify and provide the equipment needed. This was not available in an exercise scenario which should have been more effectively addressed in the planning stages.
- Real Media
 - The Media indicated to the core planning team prior to the Exercise that due to advances in technology they no longer require a Media Centre to be established. As noted above, the Media suggested that in reality they would be unlikely to attend Philipps House which they considered too far from the scene

(approx 2 miles). However, one agreed objective of the Exercise was to test Media handling arrangements and the planning team had no choice but to adhere to the current LRF Media Guide. Philipps House was the closest appropriate building that could be located due to the rural nature of the area.

- It was acknowledged both prior to and during the Exercise that the LRF Media Guide does not appear to be fit for purpose and a review is required in 2009.
- There was an issue with Live Media in terms of their role on the day. They adopted a dual role of reporting on the exercise but also acted as responding Media to the incident. This caused confusion and led to a lack of challenging questions. In future the Media should identify roles to play in advance to separate internal news reporting and exercise play.

Casualty Bureau

- Staff working in the Casualty Bureau commented that they did not feel there were a sufficient number of calls to fully test processes. Conversely the call-makers at Swindon Borough Council felt the system was cumbersome and slow, suggesting there were in fact too many calls made.
- Exercise artificiality did not permit testing of any elements of the Casualty Bureau function e.g. collation.

Operational Response Issues

- CHALETS/METHANE
 - Despite the use of CHALETS and METHANE reports being included in the Exercise Equinox Briefing Order there remained a failure by some initial responders to report full and accurate information.
- Incident Control Points
 - There was a notable delaying in establishing an Incident Control Point at the Chilmark Without Railway Station site.
- Equipment
 - A Resource Centre, co-located with the Directing Staff, was established. This contained a number of scene management boxes and other key equipment. Limited use of the Resource Centre led to a belief on the part of some staff that they were unable to obtain equipment required e.g. they did not ask for it.
- Disaster Victim Identification (DVI)
 - Exercise artificiality led to Crime Scene Investigators (CSIs) having to adopt a joint responsibility, working with both Victim Recovery Teams and within the mortuary.
 - Loss of the Police Senior Identification Manager (SIM) 24 hours before the Exercise commenced meant there was a lack of resilience in this role.
 - There was a lack of understanding of the role of SIM at the Strategic and Tactical levels.
 - Victim recovery focused only on the Railway Station site as there was insufficient time to carry out DVI activities within the village.

Planning

- The planning team has recognised that the Exercise was ambitious and placed considerable pressure on a small group with existing busy workloads.
- Since members of the planning team were required to act as Directing Staff during the exercise, they were not available to fulfill their normal tactical advice roles within Strategic and Tactical Command.
- The lack of a specifically appointed Project Manager resulted in limited resources to deliver key timelines and keep an overview of planning issues.
- Insufficient Directing Staff at Exercise Control and the importance of detailed briefing for additional Directing Staff and Umpires was noted.
- Individual organisations need to consider in full how the scenario can test their own emergency response and balance this against the wider aims of a large multi-agency exercise.

12.0 Good Practice

Communications

- The telephone conference facility within the Strategic Command Centre provided good communication links between the Strategic and Tactical Levels.
- The Strategic Group were able to view video footage from the scene via the plasma screen in the Gold Room.
- Although under utilised RAYNET radio communication messages worked extremely well.
- The Local Authority County and District Incident Rooms worked professionally and effectively.
- New equipment facilities in the HICC worked well.

Command and Control

- Involvement of Elected Members at the SCG was helpful in understanding their role of reassurance of the public.
- The decision to use teleconferencing equipment to enable Tactical Commanders to report directly into SCG meetings was considered good practice and should be encouraged in all future exercises and live incidents.
- The professional attitude and multi-agency working at all levels was praised.
- On balance Strategic Commanders remained strategically focused and made key critical decisions in timely and well recorded fashion.
- As the first opportunity to exercise the STAC function, it was considered an effective means of providing technical information to SCG.
- Chairmanship of the SCG was felt to be excellent.
- Tactical Command was organised efficiently by Police and supported well by multi-agency partners.
- All representatives sitting around the Tactical Table were knowledgeable and worked well together to achieve a common aim.
- In general all staff adopted a professional approach and resisted an exercise mentality.
- USAR and Fire Service responders demonstrated a fully integrated approach to casualty recovery.

Access and Traffic Management

- Faced with difficult access and traffic issues an effective traffic management strategy was implemented.

Humanitarian Assistance

- The players in the roles of Evacuee and Casualties were generally extremely enthusiastic and professional adding to exercise realism.
- The players showed stoical spirit and a good natured attitude despite delays in transportation and triage.
- The Police Hospital Documentation Team worked well with staff from Salisbury Foundation NHS Trust. This element has been praised by players, particularly considering this was the first time this procedure had been tested.
- The Rest Centre Staff showed dedication and team spirit in dealing with a sudden influx of evacuees. Registration and de-registration in particular was prompt and well organised.
- Voluntary Agencies both within the Rest Centre and at the scene provided excellent support to responding agencies.
- Police Officers, taking witness statements, at the Rest Centre were considered to be professional and compassionate.
- The camaraderie and solidarity between agencies at the Rest Centre forged effective working relationships.
- The casualty handling and triage processes at the scene received excellent feedback from the Strategic Health Authority.

Media Handling and Strategy

- Multi-agency working between Communication Leads was felt to be efficient and seamless.
- The Media briefings were well organised with committed staff.
- Inviting Live Media players, despite some initial reservations, was felt to be welcome and was recognised as an educational opportunity, receiving praise from the regional level.
- The LRF Media Guide was thoroughly tested and lessons learned will inform the review process in 2009.

Operational Response Issues

- The initial Ambulance attendee at the Railway Station site provided a detailed METHANE report and Major Incident declaration upon arrival. This message was cascaded quickly to other emergency services.

- Responders from Wiltshire Fire and Rescue Service, Great Western Ambulance Service, Urban Search and Rescue from Yorkshire Ambulance Service and Medical Emergency Response Incident Teams (MERIT) from Royal United Hospital worked together in a seamless and integrated professional manner.
- Interaction and support, particularly on scene, from the RAF was excellent.
- The use of air assets including: Skywatch, Police Air Ambulance, RAF Search and Rescue and Unmanned Aerial Vehicles were found to be invaluable in providing support and innovative exercise assistance.
- This was the first exercise where Wiltshire Police deployed trained DVI staff from scene victim recovery through to the Emergency Mortuary. Early liaison between the SIM, SIO (Senior Investigating Officer), HM Coroner and Casualty Bureau Manager enabled relevant questions to be asked and the grading criteria and cancellation policy to be set.
- The examination of victim recovery, victim audit and Emergency Mortuary processes thoroughly tested roles, responsibilities and procedures.



Planning

- There was general agreement that the Exercise had been well planned, well organised and well delivered by a small core planning team.

- The Exercise received direct praise from the Chief Constable of Wiltshire Police, Robert Key MP (who played the role of pseudo Home Secretary) and Jody James, Associate Director of Resilience at the Strategic Health Authority.
- Urban Search and Rescue tunnels constructed by Wiltshire Fire and Rescue Service provided an excellent training opportunity and added realism to the rescue effort. It should be noted that this facility is being made a permanent training resource by both the Fire and Rescue Service and ISSEE itself.
- The excellent welfare and feeding arrangements at the incident scene and other areas were provided by Hampshire and Wiltshire Fire and Rescue Services, the Salvation Army, WRVS and Wiltshire Police.
- Health and Safety site management, risk assessment and pre-exercise briefings were felt to be well organised.
- The RAF Liaison Officer provided valuable knowledge and detail to the planning process regarding the aircraft, its contents and the post crash management response. RAF wreckage provided and delivered by the Aircraft Recovery Team at RAF St Athen helped to create the overall effect on the day.

13.0 Conclusion

Overall the Exercise was deemed a huge success in that it achieved its core aim and objectives and created a realistic and challenging scenario for all.

The Exercise demonstrated the ability of Wiltshire and Swindon Category One and Two organisations to effectively respond to and manage the consequences of a Major Incident.

As with all Major Incident Exercises there are valuable lessons to be learned and these are reflected in Section 14.0 of this report. Recommendations will be taken forward where possible by individual agencies and collectively by the LRF where identified.

This Exercise, as well as ensuring our compliance with the CCA, should reassure the local population and fill them with confidence that Category One and Two Responders within Wiltshire and Swindon are fully able to respond to and deal with Major Incidents.

14.0 Recommendations

As a result of the lessons and issues identified in this report the following recommendations are made.

1. Wiltshire Police in liaison with partner LRF agencies should review existing IT infrastructure, the Emergency Communications Centre (ECC) and the Neville Room at Police Headquarters with regard to their functions and use as part of the Strategic Command Centre. In particular explore the installation of wi-fi technology and installing facilities in the Neville Room.
2. Individual organisations to accept responsibility for their own IT infrastructure and communications resource. Ensuring representatives can respond effectively without relying on other agency resources.
3. Create an Intelligence/Information Cell at all levels of command to ensure the provision of coordinated, timely and accurate information to all partners enabling effective decision making.
4. Increase the number of Access Cards available to the ECC and Police HQ to facilitate Strategic player movement and access in/out of Strategic Command Centre.
5. In future exercises ensure sufficient support is in place to the Strategic and Tactical level.
6. Individual agencies to ensure that a number of key staff are sufficiently trained at each command level and increase knowledge regarding the roles and responsibilities of multi-agency partners including voluntary agencies.
7. Increase and widen the delivery of Introduction to Integrated Emergency Management training to wider audience and staff at all command levels.
8. Agencies must make use of all facilities and resources available to them, in particular communications e.g. RAYNET and the Airwave Bronze Intra-operability Protocol.
9. Explore how best to build on and improve the working relationship with local live media colleagues, appointing a representative from the media to join the LRF Communications and Media Working Group.
10. In order to explore the Recovery from a Major Incident the members of the LRF Training and Exercising Sub-Group to organise a Recovery Table-Top Exercise for September 2009 based on the Exercise Equinox Scenario.
11. When planning for future large scale exercises the LRF should identify a Project Manager and consider who is best placed to plan and deliver the exercise bearing in mind the scale of work required and the dual role of Emergency Planning leads.
12. Review and update LRF and individual agency Major Incident Plans in line with lessons learned.

15.0 Sign Off

This report is agreed, adopted and signed off on behalf of the Wiltshire and Swindon LRF by:



26th January 2009

.....
ACC Andy Marsh
Wiltshire Police
Chair – Wiltshire and Swindon Local Resilience Forum

.....
Dated

Structured Debrief Report for Exercise Equinox Wiltshire and Swindon LRF

The following is a report of the structured debriefing session that was delivered by Charlie Pallot, HPA South West in response to a request from Bob Young Major Incident Planning Manager, Wiltshire Police.

An additional appendix 4 is provided which captures the key points from the second session of the afternoon that was attended by the exercise planning team and focused on the planning and execution of the exercise and whether or not the aims and objectives were achieved and how future exercises could be handled.

The Aim of the Debrief was:

1. To enable each participant in their group to reflect on Exercise Equinox.
2. To identify personal / organisational experiences
3. The views to be shared and discussed to establish:
 - a. (i) Personal learning
 - (ii) Future positive use of that learning
 - b. Ideas for the future.

The Time and Place:

27th November 2008 from 13:00 to 16:30 hours at Wiltshire Constabulary HQ, Devizes in the Bay Window Room

Initiator / Client:

Bob Young, Major Incident Planning Manager, Wiltshire Police, on behalf of the Wiltshire and Swindon Local Resilience Forum.

Participants:

Exercise Equinox Players and Planning Team.

Material Output of the Debrief:

1. Debrief Report
2. Summary of the Positive and Negative Aspects of the Response
3. Personal learning and Its Future Use
4. Ideas for the Future
5. Slides/Pictures
6. Exercise Planners Debrief

Debrief Report:

The debrief aim was to look at the recent Exercise Equinox to establish if there were any learning outcomes that could be used in the future to either improve the response to such an incident or the delivery of exercises in the future.

Summary of the Positive and Negative Aspects of the Response:

The summary of the aspects discussed fell into 6 distinct themes and are detailed below.

TRAINING:

Various comments suggested that the Wiltshire and Swindon Local Resilience Forum (LRF) is a vehicle to enable effective learning to take place. However individual agencies need to review their own resource implications for exercises and potential incidents.

ROLES AND RESPONSIBILITIES:

A recurring theme from all participants was that there was good representation from multi agency partners providing a professional multi agency response.

Integrated working at scene was very good. However, on occasions there appeared to be a distinct lack of understanding of the integral roles of some participating agencies. This can be contributed to the fact that whilst the various agencies' representatives at LRF are aware of colleagues and partners roles this is not necessarily the case for some individuals within their teams.

PLANNING:

The response to the exercise was that it had been well planned and to have been a realistic challenge providing a positive process which demonstrated that we can deliver safe and effective casualty management enabling all objectives to be achieved.

There were several comments regarding the 'artificiality versus reality', and called for the inclusion of a safe system of work to be developed for future exercises.

This exercise certainly demonstrated the maxim that Prior Planning Prevented Particularly Poor Performance.

COMMUNICATIONS:

The situation report and how this reporting flows needs to be improved so that accurate and timely communications are provided to all responding agencies at each level of the command and control structure.

A very high volume of radio 'traffic' between key points was experienced and this had the effect of slowing down exercise play.

Although communications problems were anticipated, given the scenario, the reality of the situation would dictate very real difficulties in communication which was in fact tested.

FACILITIES and RESOURCES:

It would be useful to have the Science and Technical Advice Cell (STAC) in the same building as the Strategic Coordination Group (SCG).

In the event of a protracted incident agencies should consider the resources required, not only manpower but also portable IT so that they can assure themselves of their own resilience.

Traffic management was a particular issue on scene. This had the effect of 'slowing down' the flow of the exercise and may have been a contributing factor to the damage of some assets.

INDIVIDUAL ORGANISATIONS'S INTERNAL ISSUES:

There is a clear need for partners to understand the impact and knock on effect of an incident of this nature on their organisation and its interdependencies.

Each participating organisation with a role to play at all LRF levels should ensure that their teams are aware of the roles and responsibilities of partner agencies/groups.

The fact that the LRF planning team selected a credible exercise scenario the LRF can consider the exercise as a valuable 'free lesson'.

It is therefore vital that the LRF capitalise on the positive aspects following this incident and ensure that all lessons identified are converted as soon as possible into Lessons Learnt.

Summary prepared by:

Glynn Laverack MSc RGN NDN cert
Regional Health Emergency Planning Adviser
Health Protection Agency South West

Summary of Personal Learning and its Future Use:

The thoughts of the participants were varied and reflected the different organisations that they represent as well as the roles that they played during the exercise. The following represent a couple of the themes that emerged:

1. The LRF needs to ensure that there is better understanding between member organisations of what each one does when responding and supporting the response to a major incident. It will also be important to ensure that such awareness training is inclusive of all groups and does not just focus on the higher profile ones and clearly explains what is understood by the term “Command and Control”.
2. Communications be it internally, inter-agency and with the media need to be better planned, rehearsed and prepared for in the future as at all levels they were not felt to be adequate nor did they provided sufficient information. Improved planning and resources would have helped resolve many issues. The issues were not confined to the process of communicating but also with the limiting factors that some of the equipment presented to users.

The following are the responses from the participants at the end of the Structured Debrief regarding Exercise Equinox.

“The most significant thing I have learned from Exercise Equinox is...”	and....	“.....I can use this positively in the future by....”
“It is important to have good training and accurate briefing.”	→	“Ensuring that appropriate staff are identified”
“There is still a lack of understanding by people on the ground as to the role of the Local Authority in general and also in the provision of welfare”	→	“The ‘brand’ needs to be sold better and this to be accompanied with education accordingly”
“The functionality of Strategic Command.”	→	“Ensuring that the Rail companies are kept in the Strategic Command loop and structure.”
“The importance of Airwave Talk group management within the incident.”	→	“Tighter pre-planning with comms department and also to look at the multi site protocol for airwave management.”
“The current Wiltshire and Swindon LRF Major Incident Media Management Plan is inadequate”	→	“Making sure that it is reviewed at the new Warning and Informing Subgroup (next week!).”
“The necessity for Correct Facts and Information (Intel Cell)”	→	“Ensure the implementation of an Intel Cell”

<p>“Communication between the levels of command and control are a must do, not an after thought.”</p>	<p>→</p>	<p>“Instill this in future training, learning and exercising ”</p>
<p>“To be better prepared for self-reliant communication.”</p>	<p>→</p>	<p>“Ensure that 3G cards and laptops are issued and carried by all on-call staff.”</p>
<p>“Some ‘health’ staff are less experienced in command and control settings re roles procedures and equipment needs”</p>	<p>→</p>	<p>“Target training for relevant staff focusing on these areas.”</p>
<p>“Adequate IT comms would make the response to most incidents easier.”</p>	<p>→</p>	<p>“making sure that training is provided to staff in the use of the newly acquired laptops with wi-fi. For the future investigating roaming sim cards for blackberries.”</p>
<p>“It’s achievable</p> <p>-We can do it!</p> <p>- Better placed to next time to deal.”</p>	<p>→</p>	<p>“Completing the development cycle ensuring learning and sharing.”</p>

Summary of Ideas for the future:

A number of the tips related to ensuring the individual or organisation are aware of what their role is and how it relates to those of the other agencies responding. Much of this could be ensured through regular updates and training opportunities that should be made available to all levels of staff.

Prior preparation prevents poor performance would be a phrase that sums up many of the remaining tips that were given and these would assist individuals and organisations to develop measures to maintain resilience during an incident. By keeping it simple and concentrating on the basics many of the issues experienced during the exercise may have been avoided or at least mitigated in some way

Ideas for the Future


Responses from the participants at the end of the Structured Debrief when they were asked to reflect on their experiences during Exercise Equinox and identify up to 3 tips that they would give to a colleague. (Duplications have been omitted):

1. Know your role and responsibilities and those of the key partners.
2. Prepare properly.
3. Expect the unexpected and plan accordingly.
4. RAYNET is a facility for use / early consideration.
5. Ensure that the support and resources are mobilised in plenty of time.
6. Make your presence felt.
7. Ensure that you have a very tight and detailed script (Train details, Driver, Guard I.D. etc.)

8. Do not scrimp on resources.
9. Check your communications prior to the exercise i.e. mobile phone coverage, airwave capacity.
10. Identify admin support to allow you to build up briefing materials for all.
11. Establish immediate briefing mechanism alongside command and control structures to allow all media staff to be kept in the loop.
12. Task media monitoring to staff member a.s.a.p.
13. Plan to the last detail when planning an exercise.
14. Make use of all the facilities and resources at your disposal inc. responders.
15. Enjoy the experience! Exercising is not the real thing!
16. Ensure you take best available equipment.
17. Familiarise yourself with the roles of the other agencies before you go.
18. Understand the roles of Strategic Tactical etc and support groups.
19. Good relationships and understanding these are essential.
20. In whatever you decide to do, do it with decisiveness conviction and the humility to review those decisions if required.
21. Where its required Lead and where it isn't Support and recognise the leadership role of the PCT / SHA.
22. Get a trained loggist.
23. Keep up to date with your training.
24. Consider alternative communication systems in the pre-planning.
25. Make sure plans are in place and communicated to those that are expected to use them.
26. Have the right level of personal support (Strategic View).
27. Bring own communication equipment Laptops 3G Printer etc.
28. Be self sufficient in food/water.
29. During an exercise keep it in perspective.
30. Review how other areas perform tasks and use this "good practice in your own arrangements.
31. Get the basics right – consider facilities as they cause real issues.
32. Accurate and timely communication is the key - a whiteboard may be all you need.


Slides

Below are the slides that had the prompts on as well as the visual and in addition is a picture taken on the day of the debrief showing the visual with the positive and negative post-it notes that the participants produced.



DEBRIEF AIMS

1. TO ENABLE EACH PARTICIPANT IN THEIR GROUPS TO REFLECT ON EXERCISE EQUINOX.
2. TO IDENTIFY PERSONAL / ORGANISATIONAL EXPERIENCES
3. THESE VIEWS TO BE SHARED AND DISCUSSED TO ESTABLISH...
 - a(i) PERSONAL LEARNING
 - a(ii) FUTURE POSITIVE USE OF THAT LEARNING
 - b IDEAS FOR THE FUTURE



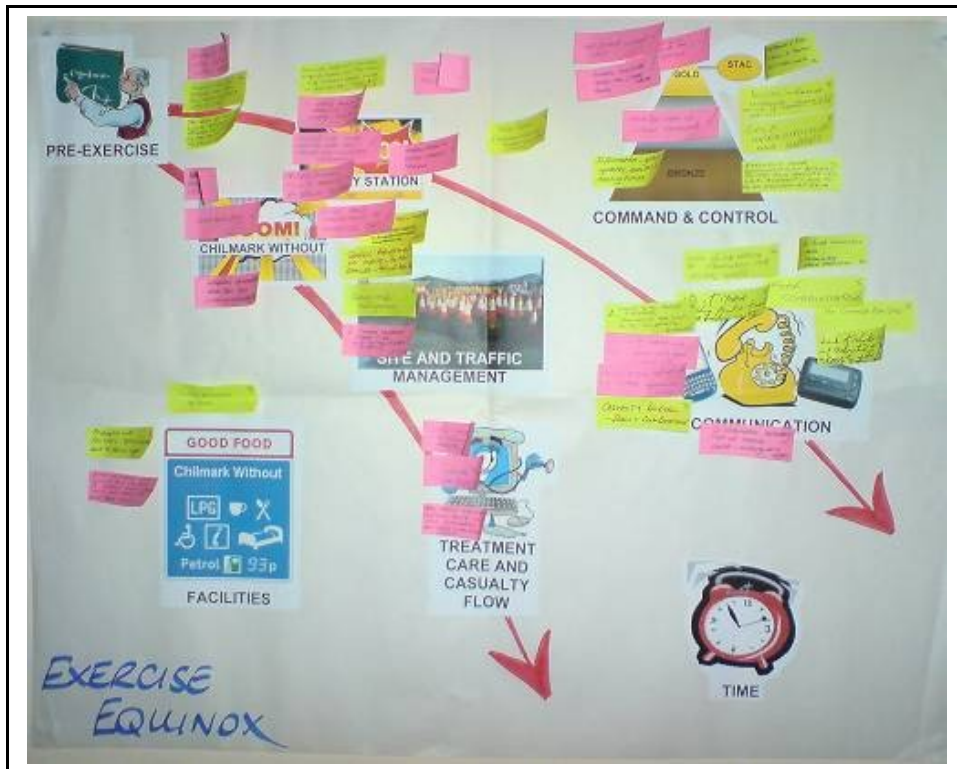
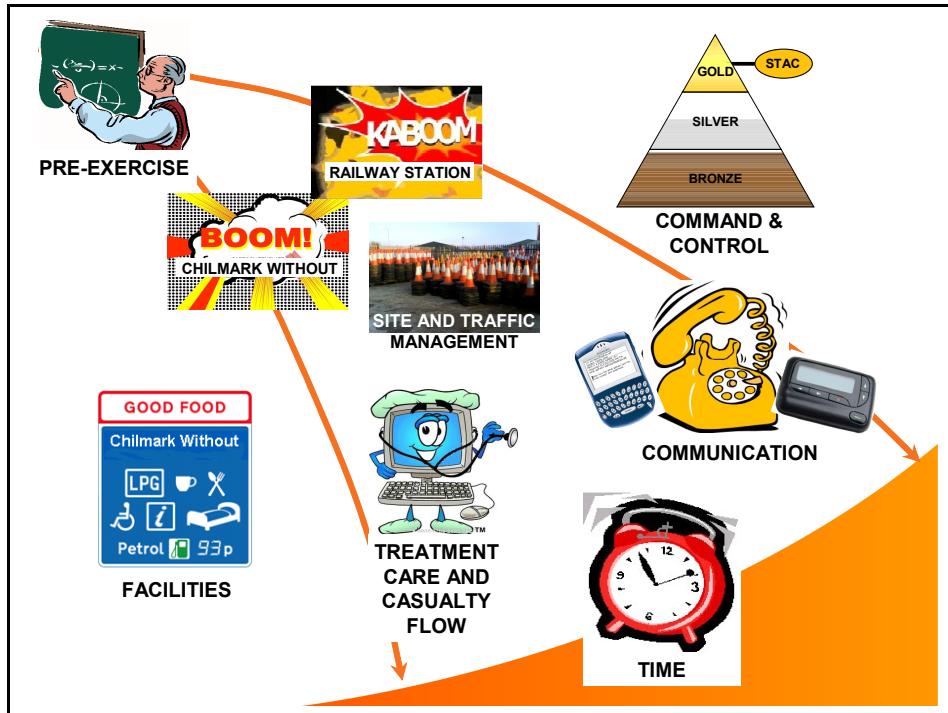
INITIAL PROMPT

In respect to Exercise Equinox and the role your organisation played in it...

What were the **two least successful aspects?**

And

What **two were identified as the most successful?**



FINAL PROMPTS



- a(i) The most significant thing that I / we have learnt from this exercise is...
and...
- a(ii) this can be used positively in the future by...

FINAL PROMPTS (CONT.)



- b. The **three** tips that I / we would give to a colleague in preparation for the responding to an incident / exercise of this nature in the future would be...
- 1.
 - 2.
 - 3.

SUMMARY OF ISSUES SPECIFIC TO THE PLANNING TEAM MEMBERS

BACKGROUND:

The planning for Exercise Equinox took place over a period of two years and included a core group of 8 members of the Wiltshire and Swindon Local Resilience Forum (LRF). The exercise had a budget of £26k and even though it came in £2k under this figure at £24k this does not take into account the true cost of the exercise in organisational time and if it did the figure would be substantially higher. Live exercises of this nature do not come cheap.

A synopsis of the comments contained in the structured debrief summary regarding exercise planning includes the following comments;

“.....The response to the exercise was that it had been well planned and to have been a realistic challenge providing a positive process which demonstrated that we can deliver safe and effective casualty management enabling all objectives to be achieved.

There were several comments regarding the ‘artificiality versus reality’, and called for the inclusion of a safe system of work to be developed for future exercises.....”

EXECUTIVE SUMMARY OF RECOMMENDATIONS:

- Consider the scale of the exercise
- Outline aims and objectives
- Appoint a project manager
- Appoint a project team
- Agree an independent review process

DETAIL

IN SCOPE:

The planning team concur that the exercise location proved realistic. Had the situation been live it is likely that there would have had to be more reliance upon mutual aid arrangements. Although all players had been issued with evaluation forms the response was not 100% and valuable views from some observers are still yet to be received.

The exercise appeared to grow in scale as time progressed.

OUT OF SCOPE:

Due to the scale of this exercise there were a number of players who had been involved in the planning process this, it was agreed, was inevitable. However, having planners also playing has the potential to influence the exercise play. So it is important to identify this when it happens early on.

Adequate communication facilities on site are essential and although these could have been implemented in advance of the exercise there would have been a cost issue and this would also have introduced a high level of artificiality.

LESSONS IDENTIFIED:

- For future exercises the LRF should formally appoint the Training and Exercising Sub Group to address agreed key deliverable objectives. They will lead the exercise planning on a 'Task and Finish' basis.
- For future exercises of this magnitude, the planning group recognise that they will need to acknowledge the scale of the project and appoint a Project Manager who will either be full or part time employee but able to dedicate their time 100% to the exercise, ensuring planning, delivery, debrief, report and lessons identified successfully converted.
- There is a need to ensure adequate funding well in advance of an exercise taking place and be realistic with what can be achieved within this budget.
- The Project Manager will be tasked with leading and drafting a Project Plan, appoint and co-opt relevant persons to the 'Task and Finish' group.
- During the planning process, request an independent periodic Project review (possibly peer related). This could be representatives from a nearby LRF. In doing this the exercise can be kept manageable and within agreed expectations. "Less is more"
- The project team will ensure that the differences between realism and artificiality are defined.
- With particular regard to site set up the exercise planning team will ensure that the health, safety and welfare arrangements are addressed and that safe systems of working are acknowledged.

During the exercise there were opportunities for real media briefings and reports. Comments received so far indicate that not only does this demonstrate an open and transparent working relationship that the LRF has created but also will no doubt have had the effect of increasing public confidence in the participating agencies of the LRF.

In essence the exercise was a success and the planning team should congratulate themselves on this.

Summary prepared by:

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