

## A YANK AT EASINGWOLD

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### ABSTRACT

The British Home Office has its Emergency Planning College at Easingwold in North Yorkshire, England. I had the opportunity to visit the College and attend a course there in September 1993. I had attended a similar type of course at FEMA's Emergency Management Institute at Emmitsburg, Maryland and I thought it might be interesting to compare the two approaches. My Emmitsburg course was *E 200 Disaster Preparedness Seminar* and the Easingwold course was *Seminar for Elected Members*. The participants at Emmitsburg were teams of two people - the local government City Manager and his or her Emergency Coordinator, for example. The participants at Easingwold were "elected members" - chairmen of councils, and leaders of principal political parties.

### INTRODUCTION

Years ago, Mickey Rooney starred in a movie entitled "A Yank at Oxford". I don't really remember much about the movie except that Mickey apparently did everything wrong in England on every possible occasion. Since I was born in Washington, D.C. and am as American as apple pie, I was somewhat apprehensive about going to England to participate in a seminar at the Home Office's Emergency Planning College at The Hawkhills, Easingwold, North Yorkshire. Besides, I usually read Dave Barry's articles in our Sunday paper. Dave apparently visited England some time ago and wrote a frightening account of his problems when confronted with a typical English place setting at a formal dinner which he said consisted of 27 knives, forks, and spoons. Anyhow, I decided to chance it.

The Home Office bought "The Hawkhills", a large country house at Easingwold in 1936<sup>1</sup> for conversion for use as an "anti-gas training school". British preparations for World War II included preparing for the use of poison gas by Germany, since there had been so many chemical warfare casualties in World War I. The house and its 350 acre estate were purchased from Joseph Love, a Durham coal magnate for only £12,500. The first civil defense course at The Hawkhills, Easingwold was in December 1937, so that the College celebrated its 50th anniversary in 1987.

The Hawkhills became the Home Office's only Civil Defence College in 1968 when the two other civil defense schools were closed. In 1989, the Home Secretary reviewed the subject of civil emergencies and decided to rename the College "The Emergency Planning College", and modified its responsibilities to address questions of peacetime disasters as well as wartime emergency civil defence planning. The Emergency Planning College has a Principal, Vice-Principal, College Secretary, three Programme Directors, ten Study Leaders, and a Librarian. The College will present about thirty different residential seminars and courses in 1994-1995 as listed in the Appendix.

After arriving in London, I took a fast train from King's Cross railway station to York. The College provided transportation to The Hawkhills which is situated ten miles north of York and about one mile south of the village of Easingwold. The original country house has been added to and modernized so that it now has residential study/bedroom accommodations for about 70 on site and conference facilities for 125 or so. In addition to a gym, weight room, croquet, etc there are two woodland jogging paths marked by red or white arrows. I saw a number of rabbits and even a fox on my walks.

### **SEMINAR PARTICIPANTS**

The seminar at the Emergency Planning College, Easingwold that I attended was for "elected members". Apparently all elected members are eligible to attend but preference is given to chairmen (convenors) or vice chairmen of councils, leaders or deputy leaders of principal political parties, and chairmen or vice chairmen of relevant committees. The participants at this seminar included: the Deputy Mayor, Salisbury District Council, Wiltshire; Vice Chairman, Stroud District Council, Gloucestershire; two members of the Orkney Islands Council; Deputy Mayor, Coleraine Borough Council, County Londonderry, Northern Ireland; member of City of Dundee District Council, Tayside, Scotland; etc.

When I attended the seminar at the Emergency Management Institute, Emmitsburg, Maryland, the participants came from all over the States and consisted of teams of two people - the local chief administrator (Mayor, City Manager or County Manager) and his or her Civil Defense Director, Emergency Manager, or Emergency Coordinator.

### **SEMINAR OBJECTIVES**

The Elected Members' Seminar at Easingwold had the following learning objectives:

1. To understand the current rationale for emergency preparedness and the factors which have influenced it;
2. To be aware of the roles and responsibilities of the emergency

- services, local authority services and other agencies and organizations in their response to peacetime emergencies;
3. To gain a broad understanding of radiation and an understanding of the response to nuclear-related emergencies;
  4. To be aware of the responsibilities of elected members concerning emergency preparedness and to be aware of the legislative and financial framework for emergency preparedness and current programmes and initiatives.

The E 200 Disaster Preparedness Seminar at Emmitsburg had the following objectives:

1. Identify emergency planning problems and needs in the participant's own municipality;
2. Develop a coordinated team approach to emergency planning;
3. Improve the management of and support for their emergency planning teams;
4. Understand the basic concepts of crisis management; and
5. Complete an evaluation of their local emergency preparedness program.

### **LEARNING APPROACH**

At Easingwold, we were divided up into "syndicates" of about eight people with an assigned tutor. The tutor for our syndicate was a Police Superintendent who had been "seconded" to the college for a two year assignment to be a study leader and to give lectures. The briefings, group and plenary discussions and a discussion-based exercise were combined to give members an opportunity to discuss the problems which might confront local authorities in a range of emergencies. Some of the briefings presented to us were:

Common Elements of Crises  
Local Authority's Resources Available in Emergencies  
Uniformed Services' Resources Available in Emergencies  
What can we Expect from the News Media  
Procedures at Major Incidents  
Principles of Integrated Emergency Management

The seminar ended with a case study of a recent emergency - the bombing of the PanAm aircraft at Lockerbie, Scotland. The speaker, a member of the Dumfries and Galloway Regional Council, explained his role and the actions taken by his authority.

At Emmitsburg, our seminar addressed the following functional areas with lectures, videotapes, group and individual exercises as indicated:

1. The nature and pervasiveness of disaster;  
*Lecture and videotapes on Preparedness*
2. The need for leadership in disaster planning and response;  
*Introduction to Disaster Planning and Management*
3. Hazard analysis;  
*Local Hazard Analysis questionnaire*
4. The essential elements of disaster management;  
*Disaster Case Analysis*
5. Securing interorganizational participation and cooperation;  
*Establishing and Maintaining Interorganizational Relationships and Cooperation Disaster Case Analysis*
6. The functions of the Emergency Operations Center and effective utilization of the Incident Command System;  
*The EOC: Place and Process*
7. Crisis decision-making techniques;  
*Improving Crisis Decision-making*  
*How Miamisburg Averted Disaster*
8. The characteristics of an effective disaster management organization;  
*The Local Emergency Preparedness Team Evaluation*
9. An action plan for improving disaster preparedness.  
*The Local Emergency Preparedness Program Action Plan*  
*Meeting the Media*

## **COMPARISON**

As you can see, the British and American seminars had many aspects in common as well as some different approaches. I guess that I was surprised to hear the discussion of so many different kinds of actual disasters in England of one sort or another. I thought that we here in California had more of everything, whether it be earthquakes, tsunamis, wildland fires, drought, hazardous chemical spills, etc. even if we didn't have Hurricane Andrew, the Mississippi River floods, tornadoes or blizzards like the great Northeast Blizzard of '93.

## **CONCLUSION**

In my opinion, FEMA and the Home Office should explore whether or not some form of occasional temporary exchange of instructors might be worthwhile between the Home Office's Emergency Planning College at Easingwold and FEMA's Emergency Management Institute at Emmitsburg. The U.S. Defense Department has apparently found some way to have British Artillery officers teach on an exchange basis at the U.S. Army's Artillery School at Fort Sill, Oklahoma and to have Royal Marine officers teach at the Marine Corps Schools

at Quantico, Virginia, while U.S. Marine Corps officers teach on exchange duty in England.

It would seem appropriate for FEMA and the Home Office to consider whether or not temporary exchanges of instructors between Emmitsburg and Easingwold might be cost-effective for both "us" and "them" to study and learn each other's different approaches for similar kinds of emergencies.

## APPENDIX

### Emergency Planning College Seminars and Courses <sup>2</sup>

The Emergency Planning College, Easingwold will offer the following seminars in 1994-95:

#### **Aspects of Emergency Planning for National Health Service**

Management of major emergencies in the NHS context with a participative program of group work and case studies of recent disasters dealing with the roles of the coroner, pathologist, casualty surgeon and voluntary organizations.

#### **Care of People in Emergencies**

Planning for care of victims including welfare, information and counselling when dealing with large numbers of people who need to be evacuated and accommodated. Seminar designed for county social services, local government emergency planners, representatives of emergency services, the National Health Service, and voluntary organizations with responsibilities in aftercare and victim support.

#### **Civil Emergencies Adviser Seminars**

Special event seminars drawing on experience of national and international experts to respond to specific developments or to support the work of the Home Office's Civil Emergencies Adviser.

#### **Civil Military Cooperation in Emergencies**

Multi-disciplinary program for armed forces officers, representatives from central and local government and relevant civilian organizations designed to cover the major areas of possible military aid to the civil community in disasters.

#### **Crowd-Related Emergencies**

Case studies for emergency preparedness for all involved in planning for crowds, including managers of major events, emergency planning officers, emergency services personnel, and members of voluntary organizations.

#### **Counselling and Aftercare**

Planning for interagency cooperation and understanding for psycho-social support after a disaster for those employed in social service departments, the National Health Service, the voluntary sector, emergency planning units, emergency services and the armed forces.

#### **Elected Members Seminar**

Local authority elected members study the roles and responsibilities of elected members and local authorities in various emergencies. Local councilors who were involved in recent disasters explain their own roles and actions taken by their authority.

**Emergency Management**

Senior executives from the public and private sectors consider the common elements of crisis management within the context of their wider corporate roles and compare differences in management culture between the public and private sectors.

**Emergency Management for Voluntary Organizations**

Providing an understanding of the integrated approach to emergency management with particular reference to coordination and cooperation and to the volunteers' relationship with the emergency services and the local authorities.

**Environmental Health**

Program for environmental health officers and local authority emergency planning officers to improve participants' understanding of emergency preparedness and the contribution to be made by environmental health professionals.

**Hazardous Materials**

Specialists cover the major areas concerned with safety of hazardous substances including risks, legal safety requirements, emergency procedures, environmental problems, and the roles and responsibilities of all associated agencies.

**Inter-Agency Response to Major Disasters**

Multidisciplinary composition of the seminar enables participants to identify the elements which are common to the successful management of major civil emergencies and thereby understand the importance of liaison and cooperation between all services and agencies involved in the response phase of an emergency.

**Local Government Senior Management**

Program to enable local authority chief executives, chief officers and other senior managers to examine the variety of problems likely to face them during and in the aftermath of a major civil emergency, and to discuss current developments in emergency preparedness.

**Metropolitan Authorities**

Seminar provides an opportunity for local authority chief executives, elected members and those with responsibilities for emergency response in metropolitan areas to come together with a view to improving preparedness at the local level.

**Multi-Agency Nuclear Emergency Response**

Overview of the inter-agency response and demonstration of the concept of integrated emergency management and the need for coordinated action in dealing with the media in a nuclear emergency for those executives with a role to play in the off-site response.

**National Health Service Seminar**

Principles of emergency management for relevant executive personnel of the National Health Services.

**News-Media and Information**

Establishing effective relationships with the news media and the successful handling of information are acknowledged to be particularly important aspects of emergency management. This seminar brings together emergency services, local government, the utilities, industry, and voluntary organizations who have an information role in emergencies.

**Operational Risk Assessment**

Seminar for industrialists, emergency planners and emergency services personnel to cover company management of risk throughout the life of a site, new techniques for major incident risk assessment for on-site and off-site incidents, and applying operational risk assessment in the workplace.

**Pollution Aspects of Disasters**

Examination of the problems of land, water and air pollution aspects of disasters for local authority and emergency services personnel.

**Pop Concerts Guidance**

Emergency preparedness planning for all involved in planning for pop concerts, including managers, emergency planning officers, emergency services personnel, and members of voluntary organizations.

**Senior Ambulance Officers' Seminar**

Principles of integrated emergency management and the roles and responsibilities of senior ambulance officers.

**Senior Police Officers' Seminar**

Principles of integrated emergency management and the roles and responsibilities of senior police officers.

**Specialists Seminar in Emergency Planning**

This seminar provides an opportunity for experienced emergency planners from central and local government, the emergency services, the utilities and industry as well as representatives from the voluntary organizations to come together to exchange views and to consider current issues in emergency preparedness.

**Technical Services/National Utilities**

Program designed to enable managers from the technical services of local authorities and technically-oriented organizations, including the national utilities, to consider the management of a hypothetical major emergency.

The following courses will be offered in 1994-95:

**Communications Course**

Comprehensive update on communications policy, systems, and equipment for emergency communications planning officers and local authorities.

**Introduction to Emergency Planning**

Overview of emergency planning in the United Kingdom for newly

appointed emergency planners, representatives of voluntary organizations, the armed forces, emergency services, and elected members.

**Management of Training and Exercise Design**

Organization, management and evaluation of various emergency preparedness exercises.

**Understanding Radiation**

Specialists in the field provide a basic understanding of radiation for national security and nuclear incident emergency preparedness planners.

**Water Course**

Planning for national security and civil emergencies for water company, National Rivers Authority staff and local authority officers.

**Women's Royal Voluntary Service**

Emergency planning course for members of the Women's Royal Voluntary Service.

**SCHEDULE OF SEMINARS AND COURSES**

**Dates**

**Event**

**1994**

07 Sep-28 Sep	Women's Royal Voluntary Service Seminar
28 Sep-30 Sep	Counselling and Aftercare Seminar
03 Oct-05 Oct	Hazardous Materials Seminar
06 Oct-07 Oct	Multi-Agency Nuclear Emergency Response Course
10 Oct-12 Oct	Metropolitan Authorities Seminar
12 Oct-14 Oct	Emergency Management Seminar
17 Oct-21 Oct	Communications Course
24 Oct-26 Oct	Elected Members Seminar
26 Oct-28 Oct	Emergency Planning for the National Health Service
31 Oct-04 Nov	Women's Royal Voluntary Service Seminar
14 Nov-16 Nov	Civil Emergencies Advisor's Conference
16 Nov-18 Nov	Health, Safety, and Welfare at Pop Concerts Seminar
21 Nov-23 Nov	Emergency Services Seminar - The Inter Agency Response to Disaster
23 Nov-25 Nov	News Media and Information Seminar
28 Nov-30 Nov	Pollution Aspects of Disasters Seminar
30 Nov-02 Dec	Crowd Related Emergencies Seminar
05 Dec-07 Dec	Emergency Management Seminar
07 Dec-09 Dec	Health, Safety, and Welfare at Pop Concerts Seminar
12 Dec-16 Dec	Introduction to Emergency Planning

**1995**

03 Jan-05 Jan	Emergency Management Seminar for Voluntary Organizations
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05 Jan-06 Jan	Multi-Agency Nuclear Emergency Response Course
09 Jan-11 Jan	Civil Emergencies Advisor's Conference
16 Jan-18 Jan	Rabies Seminar
23 Jan-25 Jan	Crowd Related Emergencies Seminar
25 Jan-27 Jan	National Health Service Seminar
30 Jan-01 Feb	News Media and Information Seminar
06 Feb-08 Feb	Metropolitan Authorities Seminar
08 Feb-10 Feb	Pollution Aspects of Disaster Seminar
13 Feb-15 Feb	Introduction to Risk Assessment
20 Feb-22 Feb	Elected Members Seminar
22 Feb-24 Feb	Emergency Planning for the National Health Service
27 Feb-01 Mar	Health, Safety, and Welfare at Pop Concerts Seminar
06 Mar-08 Mar	Counselling and Aftercare Seminar
08 Mar-10 Mar	Rest Centre Management Seminar
15 Mar-17 Mar	Hazardous Materials Seminar
20 Mar-22 Mar	Rabies Seminar
22 Mar-24 Mar	Health, Safety, and Welfare at Pop Concerts Seminar
27 Mar-29 Mar	Emergency Management Seminar
29 Mar-31 Mar	Crowd Related Emergencies Seminar
03 Apr-05 Apr	Care of People in Emergencies Seminar
10 Apr-13 Apr	Understanding Radiation Course
19 Apr-21 Apr	Water Course
24 Apr-25 Apr	Emergency Management Seminar for Voluntary Organizations
26 Apr-28 Apr	Technical Services/National Utilities Seminar
01 May-03 May	News Media and Information Seminar
03 May-05 May	Health Service Emergency Planning Conference
10 May-12 May	Rest Centre Management Seminar
15 May-19 May	Women's Royal Voluntary Service Seminar
22 May-24 May	Emergency Management Seminar
05 Jun-07 Jun	Counseling and Aftercare Seminar
07 Jun-09 Jun	Crowd Related Emergencies Seminar
12 Jun-14 Jun	Emergencies Services-Inter Agency Response to Disasters
14 Jun-16 Jun	Hazardous Materials Seminar
16 Jun-18 Jun	Institute of Civil Defense & Disaster Studies Conference
19 Jun-21 Jun	Environmental Health Seminar
21 Jun-23 Jun	Metropolitan Authorities Seminar
28 Jun-30 Jun	Management of Training and Exercise Design
05 Jul-07 Jul	Emergency Planning for the National Health Service
10 Jul-14 Jul	Introduction to Emergency Planning
17 Jul-19 Jul	Civil Emergencies Adviser's Conference
19 Jul-21 Jul	Civil Emergencies Adviser's Conference
24 Jul-26 Jul	Elected Members Seminar
26 Jul-28 Jul	Local Government Senior Management Seminar

**References:**

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<sup>1</sup>*Information for Visitors*, The Emergency Planning College, Easingwold, March 1993

<sup>2</sup>*Emergency Planning - Course directory, conference and study facilities 1994-95*, The Emergency Planning College, Easingwold, York YO6 3EG, Tel: 0347 821406; FAX: 0347 822575