



# **NORLAND SERIES 2009 ANNUAL REPORT**

**Prepared by the Norland Steering Group**

**March 2010**



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**Introduction**

2009 has been a year of considerable challenge for the Norland Steering Group, particularly with the heavy impact of Influenza A/H1N1 (swine flu) on partner agencies. However, the Norland Steering Group has responded to this challenge positively and has tried to ensure a 'business as usual' approach throughout the year, although one exercise (Norland 77) had to be postponed due to the operational commitments of partner agencies in preparing for the pandemic.

The commitment of the group was perhaps best demonstrated with their efforts in planning, organising and facilitating two very successful strategic exercises in October and November 2009 despite many competing pressures. The work of individual members in pulling these exercises together should be noted.

This report outlines the exercises held during 2009 and identifies recommendations to be taken forward during the 2010 series.

.....  
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Chair  
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.....  
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## **Executive Summary**

Each year a series of multi agency tabletop exercises are held within the Northumbria Local Resilience Forum (LRF) area to look at the response to and management of emergencies / major incidents. Known as the 'Norland Series', these exercises are designed to develop and promote a co-ordinated response between partner agencies, particularly at the tactical level.

Over the years, the Norland Series has helped to develop the capability of organisations to respond to emergencies / major incidents and is recognised as being a core element of the annual Northumbria exercise calendar.

During 2009 four Norland exercises were held, including two at a strategic level, involving 205 participants, technical advisers and observers from 27 different agencies. Feedback from these events continues to show that the Norland Series provides an effective approach to multi agency learning and that the exercises are felt to be useful, realistic and very relevant.

The commitment of partner agencies to support these exercises, both in terms of the planning required and the participation of personnel, contributes to the success of the Norland Series and it is to be hoped that such support continues into the future.

# **The Norland Series of Tabletop Exercises**

## **Background**

The Norland Series of tabletop exercises started in 1995 to address a lack of awareness by the emergency services and local authorities of each others role and responsibilities. They were designed to develop and promote a co-ordinated response between partner agencies, particularly at the tactical level, and provide an opportunity for people from partner agencies to meet in a relaxed and informal manner to consider the response to an actual or potential major incident and identify good practice.

An essential element of the Norland Series is the multi agency approach to (and resolution of) emergencies / major incidents as embodied within the Civil Contingencies Act 2004 and from the start it has had high level buy in from all agencies involved. It is strongly supported by the Northumbria Local Resilience Forum (LRF), which requires six Norland exercises to be held per year – one for each local authority within the LRF area.

Each year the exercises focus on a particular theme identified as a high or medium risk within the Northumbria Community Risk Register. Details of previous exercises held are listed at Appendix A.

To date 80 exercises have been completed and more than 2,300 people from a wide variety of agencies have participated in them.

In 2008 the exercise format was significantly changed to become more discipline based and inject / task led to promote co-operation between agencies (as required by the Civil Contingencies Act 2004) from an early stage. This was well received by all participating agencies and therefore it was agreed to continue with this format during 2009.

## **2009 Series**

The Norland Series has been ongoing for over ten years and has been extremely successful in testing the multi agency operational and tactical level response for Northumbria LRF members. However, it was recognised by the Northumbria Exercise and Training Group that there were limited opportunities for strategic level personnel to participate in such exercises or test their potential multi agency involvement in a major incident.

Therefore, it was proposed that the Norland Series should be developed to address this and that from 2009 two of the scheduled exercises each year would be run at a strategic level, with the remaining exercises retaining their tactical focus. This was agreed at the Northumbria LRF meeting in June 2008.

A three year rolling programme of Norland exercises was agreed by the Northumbria Exercise and Training Group in December 2008 which ensured that all six local authorities within the Northumbria LRF area were allocated one strategic exercise and two tactical exercises between 2009 and 2011 (see Appendix B).

It was also agreed that, to ensure consistency across the LRF, each of the exercises during the year would follow the same theme, with the outcomes of the tactical exercises being used to inform the planning of the strategic exercises in order to ensure full engagement of the Strategic Co-ordination Group (SCG). This also provides an element of reality to the strategic response, as the decisions the SCG make are based on the actions of the tactical players at the earlier exercises.

## **Exercise Planning**

It is recognised that a large part of the success of the Norland Series is the commitment of members of the Norland Steering Group, who are involved from the determination of each year's theme right through the planning and management of each event. This consistency allows development of the exercises throughout the year and ensures that any exercise issues are addressed in time for the next event.

A formal planning structure for each year's Series has been agreed by the Norland Steering Group, consisting of a minimum of three planning meetings for each exercise plus a post event debrief. A member of the resilience team from the relevant local authority is invited to join the planning team for their particular exercise to provide local expertise and allow local issues to be addressed. They are also invited to attend the debrief of the previous exercise and are encouraged to observe one of the other exercises, involving a different local authority area.

The meeting schedule for each year is agreed at the Norland Steering Group meeting held each January – a copy of the 2009 schedule can be found at Appendix C.

The effort and commitment of all members of the planning team should be noted as it ensures that the Norland Series works. This is reflected by the many positive comments about the exercise organisation which can be found on the evaluation forms.

## Exercise Theme

The scenario for the 2009 Norland Series was based a hazardous materials incident affecting both the community and the environment (see Appendix D). In particular, the impact on local authorities, health services and public health, together with the potential evacuation of a residential area, were amongst the key issues addressed. This is recognised as a medium risk within the Northumbria Community Risk Register.

Although seven Norland exercises were originally planned for 2009, the North Tyneside event had to be postponed due to the impact of Influenza A/H1N1 (swine flu) on responding agencies. In addition, following the Morpeth flooding in September 2008, it was agreed that the proposed dates for the two Northumberland exercises would be utilised for flood related events instead.

This resulted in four Norland exercises actually taking place during 2009 with a total of 186 participants from 18 different organisations - this compares to 209 participants from over 20 organisations in 2008. A further 38 personnel attended as either observers, technical experts or exercise support staff.

A breakdown of agency attendance, together with details of exercise planning and management staff, technical experts and observers who attended each exercise can be found at Appendix E.

## Aim / Objectives

The overall aim of the 2009 Norland Series was: *'to promote the knowledge and understanding of the diverse roles and responsibilities of the emergency services, local authorities and health organisations in responding to emergencies'*.

This was supported by a number of joint objectives at both a tactical and a strategic level:

- to promote a multi-agency response by all partner agencies to a potential or actual major incident situation to ensure the integrated emergency management of the incident
- to establish relationships between personnel from the emergency services, local authority, health organisations and representatives of other involved agencies who may be required to work together in close liaison during the response and recovery phases of a potential or actual major incident
- to facilitate and promote the exchange of information, discussion of good practice and the development of mutual understanding in roles between participants

- to encourage co-operation and co-ordination between partner agencies at the appropriate command level
- to fully integrate all agencies and their resources into the response to a potential or actual major incident
- to assess and evaluate the interface and communication between partner agencies
- to increase the awareness by partner agencies to the degree of local authority assistance available at a major incident
- to increase the awareness by partner agencies to the degree of health sector assistance available at a major incident
- to address the inter-action and inter-relationship between the emergency / contingency plans of partner agencies.
- to formulate and integrate information at all levels so as to provide a unified and co-ordinated approach in response to public information and media demands
- to consider implications for business continuity of the responding agencies

In addition, in order to address the strategic element of the series, the Norland Steering Group developed supplementary objectives for the two strategic exercises:

- To outline the strategic command structure for dealing with a major incident
- To examine the procedures for the establishment of the strategic level command
- To recognise the decision making processes required at the strategic level
- To consider appropriate partner agency attendance at the Strategic Co-ordinating Group (SCG)
- To consider the roles and responsibilities of the SCG
- To consider appropriate partner agency attendance at the Scientific and Technical Advice Cell (STAC)
- To consider the roles and responsibilities of the STAC
- To evaluate the liaison between partner agencies involved at a strategic level
- To promote a unified and co-ordinated response to public information requirements and the demands of the media.

The strategic exercises also looked at initial recovery issues that would need to be considered following a hazardous materials incident.

It was generally agreed by participants that the aim and objectives were achieved by the exercises.

## **Exercise Conduct**

Although the format of each exercise is very structured and carefully planned, the actual conduct of each event is kept relatively informal, allowing participants to address potential issues and problems in a relaxed environment, rather than having to face them for the first time during an actual incident.

Participants are grouped into syndicates by discipline (local authority, health and multi agency Silver) and presented with a developing scenario designed to provoke discussion and debate. During the exercise each syndicate is issued with a series of injects and tasks, some requiring liaison with partner agencies to address or resolve. This approach is designed to bring out the specialist knowledge of all syndicate members and highlight the role each agency has to play in the overall response, as well as promoting liaison between agencies from an early stage. It also enables the teams who would be responding to an incident to train together in a safe environment.

An initial introduction is delivered 'from the front', with subsequent management of the exercise coming from individual syndicate facilitators, who are also members of the planning team and therefore able to address any queries or uncertainties raised by the group and ensure that discussions remain focussed.

The injects and tasks delivered by the syndicate facilitators are bespoke for each group, relevant to their area of response and expertise, allowing greater consideration of particular issues such as traffic management, community support and potential health effects. It also encourages communication between syndicates, as they generate enquiries and time critical actions which needed to be addressed by other groups or, in some cases, other partner agencies and specialist advisers not in attendance at the exercise. This adds to the reality of the event, despite it being a tabletop exercise.

All syndicates are allowed the opportunity at the end of each phase to share information, outline their considerations and highlight any issues identified or which still needed to be addressed.

An analysis of comments received from those attending Norland events indicates that this style of exercise is very well received by participants and therefore this format will be continued throughout the 2010 and 2011 Series.

## **Tactical exercises: Norland 76 and Norland 78**

Two tactical level exercises were held during 2009 involving South Tyneside and Gateshead local authorities. Unfortunately the North Tyneside event had to be postponed due to the impact of Influenza A/H1N1 (swine flu).

These exercises are designed to give delegates the opportunity to focus on tactical elements of the response, liaise with personnel from partner agencies and gain awareness of the following elements of the tactical response:

- Multi agency tactical command
- Traffic management
- Community support
- Potential health effects
- Handover protocol

In total, over 70 representatives from partner agencies were involved in the two tactical exercises. Details of the agencies and personnel attending can be found at Appendix F.

## **Strategic exercises: Norland 79 and Norland 80**

Two strategic level exercises were held during 2009 involving Sunderland and Newcastle local authorities. These were designed to give delegates the opportunity to participate at a strategic level with partner agencies as well as gaining awareness of the following elements of the strategic response:

- Strategic command structure and activation
- Strategic Co-ordination Group (SCG)
- Science and Technical Advice Cell (STAC)
- Recovery Co-ordination Group (RCG)
- Media management

All participants were given the opportunity to observe all elements of the exercise throughout the day, particularly the operation of the SCG.

In total, over 110 representatives from partner agencies were involved in the two strategic exercises. Details of the agencies and personnel attending can be found at Appendix G.

Each of the exercises opened with a presentation outlining the strategic response to an incident and how the exercise would run. This was followed by agency specific situation reports being given to the relevant syndicate, to bring them up to speed with actions that would already have been taken by their organisation.

Local authorities were given the opportunity to include a tactical element at the strategic exercises – this was managed by the local authority facilitator and was not allowed to impact on the strategic level of play by other agencies. However, it proved a useful element to test communications between the levels and will be considered by other agencies for inclusion in the 2010 and 2011 series.

Of particular importance during the exercise was the ongoing liaison and communication between each agency which ensured consistency in responding to the scenario, particularly in respect of media response

All participants were encouraged to complete evaluation forms at the end of each event and issues identified during Norland 79 (Sunderland) were addressed by the planning team for Norland 80 (Newcastle) in order to improve and enhance the exercise.

## **Evaluation**

Feedback is an important element of the Norland Series therefore all participants are encouraged to complete an evaluation form (see Appendix H) following each event, focusing on the exercise aim and objectives, so that the planning team can identify any issues to be addressed or actions to be taken, either within individual agencies or on a multi agency basis.

The comments received are used to strengthen and improve the exercise itself and ensure that any lessons identified are quickly addressed.

The evaluation forms submitted during the 2009 Series demonstrate that the exercises were challenging, realistic and well received. Generally those who responded felt that the aim / objectives of the exercises were met, that the scenario used was relevant and the format was appropriate (Appendix I).

Overall, the feedback has been extremely encouraging and the exercises were clearly deemed to be extremely successful. Many of the comments received were broadly similar and an overview of these is given below. Full details of the responses received can be found in the evaluation reports for each exercise, which are available via the Norland Steering Group.

In particular, ACC Ashman was singled out by many for his effective management of the SCG during both strategic exercises and Diane Mitchell, Tyne and Wear Emergency Planning Unit received acclamation from participants for setting a precedent in taking contemporaneous notes during the SCG, which set a high standard for other note takers to follow.

## **Tactical Exercises**

### **Positive**

- Multi agency participation / involvement
- Co-operation, discussion and interaction within and between agencies
- Networking / meeting with other agencies / people
- Representation from a range of various organisations
- Better understanding of roles / responsibilities of own and other organisations
- Raised awareness and increased understanding of how different organisations operate / communicate
- Format of exercise / better format than previous
- Realistic scenario, timescales and pressures
- Well paced

### **Negative**

- Noise levels / acoustics
- Separate rooms would have been better
- Lack of attendance by relevant people

### **Additional comments**

- Excellent exercise format and believable, realistic scenario
- Timely, thought provoking injects
- A first rate, relevant and plausible exercise
- Very enjoyable / helpful / informative event
- Best Norland yet / much better than other Norland exercises
- Excellent day – best I have attended
- Effective approach to multi agency learning

## **Strategic Exercises**

### **Positive**

- Realistic scenario / pressures
- Delivery / pace of exercise
- Multi agency / partnership working
- Wide range of agencies involved
- Understanding roles / issues of other agencies
- Working through strategic management arrangements
- Experience of SCG / STAC
- Media element

### **Negative**

- Not enough time / volume of issues to deal with
- Time changes (Sunderland – revised for Newcastle exercise)
- Noise levels / acoustics
- Venue cold / refreshments

### **Additional comments**

- Interesting and useful exercise
- I really enjoyed the exercise – found it incredibly enlightening
- Extremely well organised and excellent preparation
- Very worthwhile exercise – well done to the organisers
- Exceptionally useful session and very valuable in terms of testing plans in action
- Very good SCG chair – kept things focused and on time
- Minutes typed via laptop – very good!!
- Having attended other SCG exercises this was well organised and easy to follow

## **National Occupational Standards (NOS) for Civil Contingencies**

In November 2008 the National Occupational Standards (NOS) for Civil Contingencies were approved, having been developed in consultation with emergency preparedness practitioners from a wide range of stakeholders. They describe the core functions of preparing for, responding to and recovering from emergencies / major incidents and aim to strengthen resilience across the public, private and voluntary sectors. In addition, they provide a clear assessment of competence against nationally agreed standards of performance.

NOS can be used in a variety of ways to support both individual and organisational development and to ensure quality assurance at all levels. They fully support integrated and partnership working by encouraging co-operation between individuals and agencies.

In order to look at how the NOS for Civil Contingencies could be practically used to assess participation in tabletop exercises it was decided to retrospectively apply the NOS criteria to the Norland 78 (tactical) and Norland 80 (strategic) events. A template was developed detailing the 18 core assessment standards and each of the exercises were judged against a number of individual performance criteria. A copy of the full report is available on request from the Norland Steering Group, but the process highlighted that this could be a useful assessment tool for providing evidence to support individual's professional development.

It is therefore proposed that the Norland Steering Group further develop the use of the NOS for Civil Contingencies criteria as an additional evaluation option and that this is tested during the 2010 Series.

## Issues to be Addressed

A number of participants highlighted issues that need to be addressed, either within their own agency or across a number of organisations. The main areas of concern were as follows:

Issue	Responsibility
Unclear about role of Gold teams versus SCG	LRF / all agencies
Need to clarify various health roles for partners	SHA / PCTs
Consideration around planning for an emergency which keeps pupils in school for extended periods	Local authorities
Recovery – need to raise awareness; look at overlap of SCG / RCG	LRF
STAC role, membership, communication with partner agencies, representation at SCG	HPA / SHA
Update crisis training for media staff / media emergency plan	All agencies

These issues will be raised at the LRF for appropriate actions to be taken

## Recommendations

It should be noted that the Norland Steering Group can only address those recommendations that are specific to the delivery of the Norland Series (such as scenario, conduct, engagement etc). Any other recommendations identified will be referred back to the Exercise and Training Group, which will be responsible for taking them through the appropriate channels to LRF members.

- That the format be continued and further developed during the 2010 and 2011 Norland Series
- That this format be considered for other single and multi agency exercises
- That consideration be given to identifying the appropriate National Occupational Standards covered within future Norland exercises

## **Closing Summary**

The Norland Series continues to deliver effective multi agency tabletop exercises and, with the addition of a strategic element, has strengthened the role that the Norland Series plays within the Northumbria LRF. This was highlighted by a comment received from an observer during one of the strategic exercises:

*'This is a quantum leap in quality of training and value of learning. Engagement was holistic and many delegates had their capabilities extended. This is a product that should be marketed by its deliverer'*

The Exercise and Training Group and Norland Planning Team members are to be commended for planning and implementing this challenging area of major incident response so effectively, particularly in the light of the additional pressures caused by the Influenza A/H1N1 pandemic.

This report is submitted for the information of LRF members.

## Norland Exercise Scenarios by Year

Year	Norland	Scenario(s)	Participants
2009	76 - 80	<ul style="list-style-type: none"> <li>• 2 x hazardous materials incident (tactical)</li> <li>• 2 x hazardous materials incident (strategic)</li> <li>• 1 exercise cancelled due to swine flu</li> </ul>	186
2008	71 – 75 N03	<ul style="list-style-type: none"> <li>• Localised flooding – response / recovery</li> </ul>	209
2007	66 – 70 N01-N02	<ul style="list-style-type: none"> <li>• Aircraft crash affecting residential area</li> </ul>	129
2006	61 - 65	<ul style="list-style-type: none"> <li>• Severe weather / flooding</li> </ul>	144
2005	57 – 60	<ul style="list-style-type: none"> <li>• Major incident involving Metro train</li> </ul>	93
2004	52 – 56	<ul style="list-style-type: none"> <li>• Gas explosion resulting in damage to housing</li> </ul>	102
2003	46 – 51	<ul style="list-style-type: none"> <li>• 1 x large scale chemical incident with longer term public health implications</li> <li>• 5 x crowd safety related incidents</li> </ul>	109
2002	41 – 45	<ul style="list-style-type: none"> <li>• 1 x major RTA involving a school coach</li> <li>• 2 x large scale chemical incident with longer term public health implications</li> <li>• 2 exercises cancelled due to incidents</li> </ul>	85
2001	36 – 40	<ul style="list-style-type: none"> <li>• 4 x major RTA involving a school coach</li> <li>• 1 x large scale chemical incident with longer term public health implications</li> </ul>	147
2000	30 – 35	<ul style="list-style-type: none"> <li>• 5 x gas explosion in shopping mall resulting in large scale evacuation</li> <li>• 1 x validation of contingency plan for New Year event</li> </ul>	191
1999	23 - 29	<ul style="list-style-type: none"> <li>• 5 x power outage affecting large populated area (Millennium issues)</li> <li>• 1 x test of the event manual and contingency plan for Countdown 2000 events</li> <li>• 1 x strategic level test of the Multi Agency Co-ordination Group prior to the Millennium</li> </ul>	246
1998	18 - 22	<ul style="list-style-type: none"> <li>• WW2 bomb requiring large scale evacuation</li> <li>• Toxic release at Simon Storage</li> <li>• Helicopter crash at the Stadium of Light</li> <li>• Metro / GNER rail crash</li> <li>• Power failure in Newcastle City Centre affecting New Year's Eve parade</li> </ul>	281

Year	Norland	Scenario(s)	Participants
1997	11 - 17	<ul style="list-style-type: none"> <li>• Chemical explosion at Rohm and Haas</li> <li>• Explosion at power station, affecting the University Boat Race</li> <li>• RTC involving an LPG tanker (strategic response)</li> <li>• Metro derailment on Garden Lane Bridge (tactical / strategic response)</li> <li>• Oil pollution on River Tyne</li> <li>• Toxic release at Chirex, Dudley (strategic response)</li> <li>• Rail crash in underground tunnel</li> </ul>	163
1996	5 - 10	<ul style="list-style-type: none"> <li>• Metro train derailment into bus station</li> <li>• Evacuation of football stadium (Euro 96)</li> <li>• Aircrash into housing estate</li> <li>• Collapse of Ferris wheel at Sunderland Airshow</li> <li>• Rail crash</li> <li>• Derailment of train into chlorine tank at Durham Chemicals</li> </ul>	165
1995	1 - 4	<ul style="list-style-type: none"> <li>• Toxic release</li> <li>• Toxic release near a football stadium</li> <li>• 2 x Metro crash / derailment into houses</li> </ul>	67
		<b>Total number of participants:</b>	<b>2317</b>

## Norland Series Programme 2009 to 2014

2009	2010	2011
South Tyneside	Gateshead	Newcastle
North Tyneside	Newcastle	Sunderland
Gateshead	Sunderland	South Tyneside
<b>Newcastle</b>	<b>South Tyneside</b>	North Tyneside
<b>Sunderland</b>	<b>North Tyneside</b>	<b>Gateshead</b>
Northumberland	Northumberland	<b>Northumberland</b>

2012 **	2013	2014
South Tyneside	Gateshead	Newcastle
North Tyneside	Northumberland	Sunderland
Gateshead	Newcastle	South Tyneside
Northumberland	Sunderland	North Tyneside
<b>Newcastle</b>	<b>South Tyneside</b>	<b>Gateshead</b>
<b>Sunderland</b>	<b>North Tyneside</b>	<b>Northumberland</b>

\*\*May include a regional element to one or both strategic exercises

**Strategic exercises shown in blue**

## Norland Meeting Schedule 2009

Meeting	Date	Venue
<b>Norland 76 (South Tyneside) – Wednesday 1<sup>st</sup> April 2009</b>		
Planning Team	Tues 17 Feb	TWEPU
Planning Team	Tues 03 March	TWEPU
Planning Team	Tues 17 March	TWEPU
Planning Team	Mon 30 March	TWEPU
Debrief	Tues 5 May	TWEPU

<b>Norland 77 (North Tyneside) – Wednesday 3<sup>rd</sup> June 2009</b> <b>*** exercise postponed due to Influenza A/H1N1 (swine flu) but dates still used for planning purposes</b>		
Planning Team	Tues 5 May	TWEPU
Planning Team	Tues 19 May	TWEPU
Planning Team	Mon 1 June	TWEPU
Debrief	Tues 9 June	TWEPU

<b>Norland 78 (Gateshead) – Wednesday 8<sup>th</sup> July 2009</b>		
Planning Team	Tues 9 June	TWEPU
Planning Team	Tues 23 June	TWEPU
Planning Team	Mon 6 July	TWEPU
Debrief	Tues 21 July	TWEPU

<b>Northumberland 04 – Wednesday 23<sup>rd</sup> September 2009</b> <b>*** utilised for flood related event ***</b>		
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<b>Meeting</b>	<b>Date</b>	<b>Venue</b>
<b><i>Norland 79 (Sunderland) – Wednesday 7<sup>th</sup> October 2009</i></b>		
Planning Team	Tues 8 Sept	Police HQ
Planning Team	Mon 21 Sept	Police HQ
Planning Team	Mon 5 Oct	TWEPU
Debrief	Tues 20 Oct	

<b><i>Norland 80 (Newcastle) – Wednesday 18<sup>th</sup> November 2009</i></b>		
Planning Team	Tues 20 Oct	TWEPU
Planning Team	Tues 3 Nov	
Planning Team	Mon 16 Nov	
Debrief	Tues 15 Dec	Police HQ

<b><i>Northumberland 05 – Wednesday 9<sup>th</sup> December 2009</i></b> <b><i>*** utilised for flood related event ***</i></b>		
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## 2009 Norland Series – Outline Scenario

Throughout the week the North East region has experienced a period of warm, changeable weather.

It is Wednesday (date) 2009. A light breeze is coming from the west bringing light rain which has resulted in greasy road surfaces across parts of the area. Temperatures are currently around (temp)°C with a maximum of (temp)°C expected for the day. The forecast is for the changeable weather to continue over the next few days.

It is the morning rush hour and reports are coming in of increasing traffic congestion, particularly on the approaches to (location) with queues on the (location).

At (time) an articulated chemical bulk carrier is travelling (direction) on the (road) heading towards (location). The lorry for no apparent reason veers to the left and strikes (location) bridge parapet with considerable force, skews back across the carriageway, collides with a number of smaller vehicles and mounts the central reservation \*\*\* metres to the (direction) of the bridge. An articulated diesel tanker travelling (direction), unable to avoid the chemical tanker, collides heavily with the rear end of the bulk carrier pushing the vehicle further into the (direction) bound carriageway and onto (location).

Subsequent RTCs involving other road users on both the north and south carriageways bring traffic to a standstill.

A fire starts in the diesel tanker.

At (time) multiple 999 calls are received by the emergency services.

**(time)** On initial call Police Critical Incident Manager (CIM) declares Critical Incident and

### **Major Incident - Stand by**

**(time)** Police Southern Communications Centre notify partner agencies.

**Norland Series 2009**  
**Exercise Planning and Management / Support**

<b>Agency</b>	<b>Norland 76</b>	<b>Norland 77 **</b>	<b>Norland 78</b>	<b>Norland 79</b>	<b>Norland 80</b>
Northumbria Police	2+1	2	2+1	3+1	3+1
T&W Fire and Rescue Service	1	1	1	1	1
North East Ambulance Service	1	1	1	1	1
NHS North of Tyne	1	1	-	1	1
NHS South of Tyne and Wear	1	-	1	1	-
T&W Emergency Planning Unit	2+1	2	2+1	2+2	2+4
South Tyneside Council	1	-	-	-	-
North Tyneside Council	-	1	-	-	-
Gateshead Council	-	-	1	-	-
Sunderland City Council	-	-	-	1	-
Newcastle City Council	-	-	-	-	1
A-One	-	-	-	1	1
Central Office of Information	-	-	-	1	1
Environment Agency	1	-	-	1	1
Health Protection Agency	-	-	-	1	1
<b>Total:</b>	<b>12</b>	<b>8</b>	<b>10</b>	<b>17</b>	<b>18</b>

\*\* exercise postponed due to Influenza A/H1N1

**Norland Series 2009**  
**Technical Advisers / Observers**

<b>Agency</b>	<b>Norland 76</b>	<b>Norland 77 **</b>	<b>Norland 78</b>	<b>Norland 79</b>	<b>Norland 80</b>
BBC Radio	-	-	-	1	1
Briggs Environmental	-	-	-	-	1
Bromaid	-	-	-	1	-
Durham partners	-	-	-	-	3
Gateshead Council	-	-	1	1	-
Health Protection Agency	1	-	-	2	6
Military (15 Brigade)	-	-	-	-	1
NHS North of Tyne	-	-	-	-	4
Newcastle City Council	-	-	-	1	-
North Tyneside Council	-	-	-	-	1
Northumbrian Water Ltd	1	-	-	-	-
Strategic Health Authority	-	-	-	-	1
Sunderland City Council	-	-	1	-	-
Tyne and Wear EPU	-	-	-	1	-
Tyne and Wear Metro	2	-	-	-	1
<b>Total:</b>	<b>4</b>	<b>-</b>	<b>2</b>	<b>7</b>	<b>19</b>

**Norland Series 2009  
Participants**

<b>Agency</b>	<b>Norland 76</b>	<b>Norland 77 **</b>	<b>Norland 78</b>	<b>Norland 79</b>	<b>Norland 80</b>	<b>Total</b>
COI	-	-	-	1	-	1
Environment Agency	-	-	1	3	4	8
Gateshead Council	-	-	20	-	-	20
Government Office NE	-	-	-	2	2	4
Health (North of Tyne)	-	-	-	-	8	8
Health (South of Tyne)	21	-	7	5	-	33
Health Protection Agency	-	-	-	2	3	5
Highways Agency / Autolink	-	-	-	3	-	3
Media Players	-	-	-	7	15	22
Met Office	-	-	-	-	1	1
Newcastle City Council	-	-	-	-	16	16
North East Ambulance Service	3	-	2	3	3	11
North Tyneside Council	-	-	-	-	-	-
Northumbria Police	6	-	5	5	6	22
Northumbrian Water Ltd	-	-	-	1	-	1
South Tyneside Council	4	-	-	-	-	4
Sunderland City Council	-	-	-	14	-	14
T&W Fire and Rescue Service	1	-	4	3	5	13
<b>Total:</b>	<b>35</b>	<b>-</b>	<b>39</b>	<b>49</b>	<b>63</b>	<b>186</b>

## Norland Series 2009

### **Exercise Planning and Management**

Phil Bain, North East Ambulance Service

Rachel Boynes, Northumbria Police

Paul Curran, Tyne and Wear Fire and Rescue Service

Diane Hurley, NHS North of Tyne

Diane Mitchell, Tyne and Wear Emergency Planning Unit

Ian Rufus, Health Protection Agency (Norland 79 and 80)

John Sedgwick, Northumbria Police

Rob Stevenson, Environment Agency (Norland 76, 79 and 80)

Michael Walls, NHS South of Tyne and Wear

Joe Walton, Tyne and Wear Emergency Planning Unit

Steve Walton, A-One (Norland 79 and 80)

### **Local Authority Planning and Management**

James Elliott (Norland 76)

Jonathan Hutchinson (Norland 77)

Janet Kirton (Norland 78)

Kevin Archbold (Norland 79)

Laura Mayhew (Norland 80)

### **Exercise Media Planning and Management (Norland 79 and 80)**

Ian Farrimond, Central Office of Information

Caroline Smith, Northumbria Police

## **Norland Series 2009**

### **Technical Experts / Advisers**

Stephen Groves, Health Protection Agency (Norland 76)

Benn Heatley, Bromaid (Norland 79)

Rik Martin, BBC Radio (Norland 80)

Doug Morris, BBC Radio (Norland 79)

Stuart Porritt, Briggs Environmental (Norland 80)

Dave Twinn, Northumbrian Water Ltd (Norland 76)

## Norland Series 2009

### Observers

Alan Lascelles, Metro	Norland 76
John Kear, Metro	Norland 76; Norland 80
Cllr Kevin Dodds, Gateshead Council	Norland 78
Kevin Archbold, Sunderland City Council	Norland 78
Val Bowman	Norland 79
Trevor Finlay, Newcastle City Council	Norland 79
Janet Kirton, Gateshead Council	Norland 79
Ben Anderson, Durham University	Norland 80
Lt Col Chris Green, 15 Brigade NE	Norland 80
Adam Hall, Durham Fire Service	Norland 80
Kim Hoyland, Strategic Health Authority	Norland 80
Jonathan Hutchinson, North Tyneside Council	Norland 80
Judith Youll, NHS County Durham and Darlington	Norland 80

### Science and Technical Advice Cell Observers

Andy Burkitt, HPA	Norland 79
Anne Halewood, HPA	Norland 79
Balsam Ahmad, HPA	Norland 80
Jane Flinn, HPA	Norland 80
Jackie Garton, NHS North of Tyne	Norland 80
Sarah James, HPA	Norland 80
Jon Lawler, HPA	Norland 80
Malathi Natarajan, NHS North of Tyne	Norland 80
Dawn Scott, NHS North of Tyne	Norland 80
Bharat Sibal, NHS North of Tyne	Norland 80
Kelly Stoker, HPA	Norland 80
Emma Thody, HPA	Norland 80

**Norland 76 – South Tyneside**  
**Wednesday 1<sup>st</sup> April 2009**

**Multi Agency Silver**

John Chappell, Northumbria Police

Mike Grinter, Northumbria Police

Greg Holmes, NE Ambulance Service

John Pratt, Tyne and Wear FRS

Don Rodham, Northumbria Police

Simon Charlton, Northumbria Police

Tony Hanson, South Tyneside Council

Lyndsay Kohberg, Northumbria Police

Laura Quinn, NE Ambulance Service

Caroline Smith, Northumbria Police

**Health**

Faisal al-Durrah, NHS South of Tyne and Wear

Lynn Border, NHS South of Tyne & Wear

Michael Cox, South Tyneside Hospital

Chris Davies, South Tyneside Hospital

Marietta Evans, South Tyneside PCT

Sahdia Hassen, NE Ambulance Service

Lee Jollow, South Tyneside Hospital

Pat Liston, South Tyneside PCT

Julie McDonald, NHS South of Tyne & Wear

Glenn Mattinson, South Tyneside Hospital

David Watts, South Tyneside Hospital

Craig Blundred, NHS

Cath Clark, NHS South of Tyne & Wear

Julie Davidson, South Tyneside Hospital

Gayle Dolan, South Tyneside PCT

Susan Greenwood, NHS South of Tyne & Wear

Denise Horsley, NHS South of Tyne & Wear

Caroline Laverick, South Tyneside Hospital

Rachel Lumsden, NHS South of Tyne & Wear

Kim Mansfield, NHS South of Tyne & Wear

Julie Russell, South Tyneside Hospital

Lee Whitfield, South Tyneside Hospital

**South Tyneside Council**

Dawn Rowland

Ian Wilkinson

*James Elliott (table facilitator)*

Andrew Tracey

**Exercise Support**

Alan Jolly, Tyne and Wear Emergency Planning Unit

Lucy Kerr, Northumbria Police

**Norland 77 - North Tyneside  
Wednesday \*\*\*\*\***

Postponed due to Influenza A/H1N1 (Swine Flu)

**Norland 78 - Gateshead Council**  
**Wednesday 8<sup>th</sup> July 2009**

**Multi Agency Silver**

Michelle Atkinson, TWFRS

Dave Curtis, TWFRS

Kevin Gardner, TWFRS

Steve Lamb, TWFRS

Alan Parks, Northumbria Police

Peter Stoddart, NEAS

Tina Balbach, NEAS

Dave Edwardson, Environment Agency

Mike Grinter, Northumbria Police

Tom Marley, Northumbria Police

Tim Smith, Northumbria Police

Dave Watson, Northumbria Police

**Health**

Andy Colwell, Gateshead Hospitals

Sue Greenwood, Gateshead PCT

Kay Jordan, Gateshead PCT

Sue Richardson, Gateshead Hospitals

Emma Gibson, Gateshead PCT

David Hambleton, Gateshead PCT

Margaret Kennedy, NHS South of Tyne & Wear

**Gateshead Council**

Ian Burton

Sam Critchlow

Phil Hall

Paul Onions

Steve Ramshaw

Emma Richardson

Jane Robson

Kim Russell

Deborah Tai

Peter Wright

*Janet Kirton (table facilitator)*

Vic Connaughton

Ruth Gaul

Ian Lynn

Andrew Phillips

Michael Reynard (table facilitator)

Helen Robson

Joanne Robson

Ruth Sloan

Chris Tierney

Jimmy Young

**Exercise Support**

Duncan Young, Tyne and Wear Emergency Planning Unit

Matthew Welsh, Northumbria Police

**Norland 79 - Sunderland City Council**  
**Wednesday 7<sup>th</sup> October 2009**

**Emergency Services**

Stephen Ashman, Northumbria Police  
Kevin Gardner, T&W Fire and Rescue Service  
Neil Mackay, Northumbria Police  
Peter Stoddart, North East Ambulance Service

Barry Cotton, North East Ambulance Service  
Kevin Hepple, T&W Fire and Rescue Service  
Steve Robson, Northumbria Police

**Health**

Kathryn Headley, NHS SoTW  
Louise Robson, NHS SoTW

Siobahn Jones, NHS SoTW

**Sunderland City Council - Strategic**

Colin Clark  
Andrew Hindhaugh (table facilitator)

Barry Frost  
Rose Peacock

**Sunderland City Council - Tactical**

Marion Dixon  
Steve Eagling  
Anna Harrison  
Steve Terrance, Gentoo  
Steve Whitford  
*Kevin Archbold (table facilitator)*

Kevin Douglas  
Andrew Griffiths, Gentoo  
Bruce Stonehouse  
Val Thompson  
Jeanette Williamson

**Media Cell**

Barbara Brewis, Northumbria Police  
Lucy Dixon, T&W Fire and Rescue Service  
Kate Read, Central Office of Information

*Caroline Smith, Northumbria Police*  
Sahdia Hassen, North East Ambulance Service  
Joe Tulip, Northumbria Police

### **Science and Technical Advice Cell**

Jamie Bond, CHaPD

Tricia Cresswell, HPA

Don Leishman, Autolink

Andy Sinclair, Autolink

*Ian Rufus, HPA (facilitator / STAC Staff Officer)*

Nonnie Crawford, NHS SoTW

Tony Farthing, Environment Agency

Fiona Lister, NHS SoTW

Dave Twinn, Northumbrian Water Ltd

### **Regional / National Agencies**

John Coffey, Government Office NE

Kate Halka, Environment Agency

Bryan Rees, Government Office NE

Mandy Foster, Highways Agency

Sue Longstone, Environment Agency

### **University of Sunderland Media Players**

Margaret Beck

Sophie Hyde

Victoria Newman

Samantha Peters

Tyler Ellis

Maureen Fildes

Kevin Overbury

### **Exercise Support**

Lee Butcher, Tyne and Wear Emergency Planning Unit

Alan Jolly, Tyne and Wear Emergency Planning Unit

Adam Bourne, Northumbria Police

**Norland 80 - Newcastle City Council**  
**Wednesday 18<sup>th</sup> November 2009**

**Emergency Services**

Stephen Ashman, Northumbria Police  
Julie Cole, Northumbria Police  
Michael Lumsden, NE Ambulance Service  
Alan Robson, T&W Fire and Rescue Service  
Trevor Tague, T&W Fire and Rescue Service

Tom Birdsey, NE Ambulance Service  
Dave Escott, T&W Fire and Rescue Service  
Samantha Nattrass, NE Ambulance Service  
Steve Robson, Northumbria Police

**Health**

Rachel Chapman, NHS North of Tyne  
Joe Corrigan, NHS North of Tyne  
Julia Young, NHS North of Tyne

Christine Common, NHS North of Tyne  
Sue Gordon, NHS North of Tyne

**Newcastle City Council - Strategic**

John Collings  
Barry Rowland  
David Slater

Helen Hinds (table facilitator)  
Paul Rubenstein

**Newcastle City Council - Tactical**

June Alexander  
Steve Farrell  
Jennifer Jobson  
Ashleigh Manners  
Stephen Savage  
*Laura Mayhew (table facilitator)*

Margaret Curry  
Trevor Finlay (table / RCG facilitator)  
Emma Lindsey  
Tony Metcalf

**Media Cell**

Malcolm Farren, T&W Fire and Rescue Service  
Julie Knox, T&W Fire and Rescue Service  
Kim Tan, Environment Agency  
Lindsey Wright, Northumbria Police

Will Green, Northumbria Police  
Andrew McKegney, Newcastle City Council  
Andrew Ward, Northumbria Police

### **Science and Technical Advice Cell**

Viv Air, Newcastle City Council

Graham Butler, Met Office

Judith Keepin, NHS North of Tyne

Karen Lloyd, HPA (media)

Sue Milner, NHS North of Tyne

*Ian Rufus, HPA (facilitator / STAC Staff Officer)*

Julie Brooker, Environment Agency

Kirsty Foster, HPA

Meng Khaw, NHS North of Tyne

Kevin Marley, CHaPD

### **Regional / National Agencies**

Dan Monnery, Government Office NE

Mark Scott, Environment Agency

Bryan Rees, Government Office NE

Graham Siddle, Environment Agency

### **Press Association Media Players**

Katie Davies

Krysta Eaves

Christine Fleming

Martin Green

Andrew Hirst

Lucy Mason

Raf Sanchez

Pat Hagan (tutor)

Kirsty Drain

Michael da Silva

Simon Gaskell

Graham Henry

Charlotte Jordan

Laura Pittel

Garry Willey (tutor)

### **Exercise Support**

Lucy Kerr, Northumbria Police

Lyndsey Potts, Tyne and Wear Emergency Planning Unit

Duncan Young, Tyne and Wear Emergency Planning Unit

Alan Purdue, Tyne and Wear Emergency Planning Unit

Dawn Hickman, Tyne and Wear Emergency Planning Unit

**EXERCISE EVALUATION**

*Thank you for taking part in this event. The Emergency Planning community are constantly striving to improve all elements of emergency preparedness and response. Your comments therefore, will be greatly appreciated*

The two BEST Elements                      The two WORST elements


**EXERCISE EVALUATION**

<b>Were you adequately briefed for your involvement in the exercise?</b>	Fully Briefed	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	Not Briefed
<i>Comments</i>							

<b>Do you feel that you were the right person to attend the exercise?</b>	Right Person	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	Wrong Person
<i>Comments</i>							

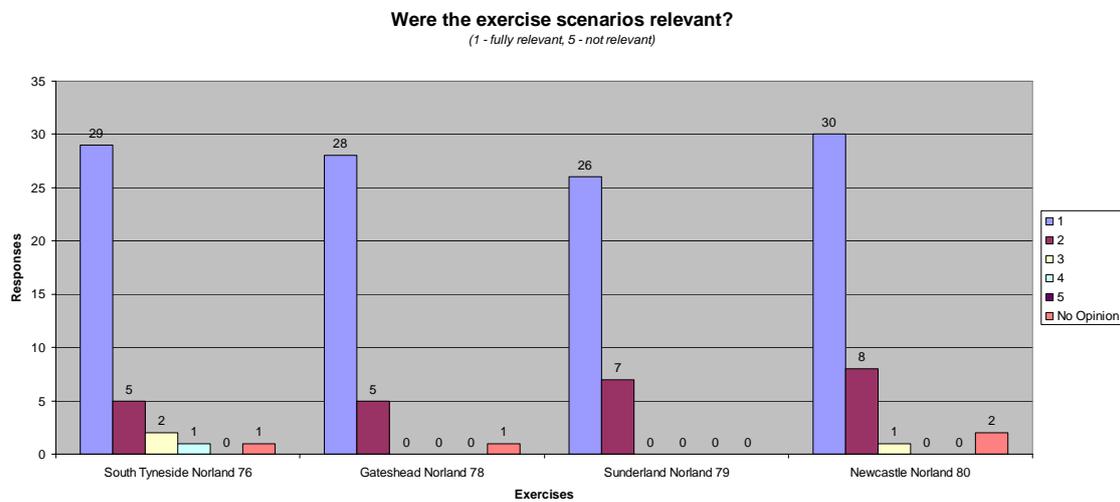
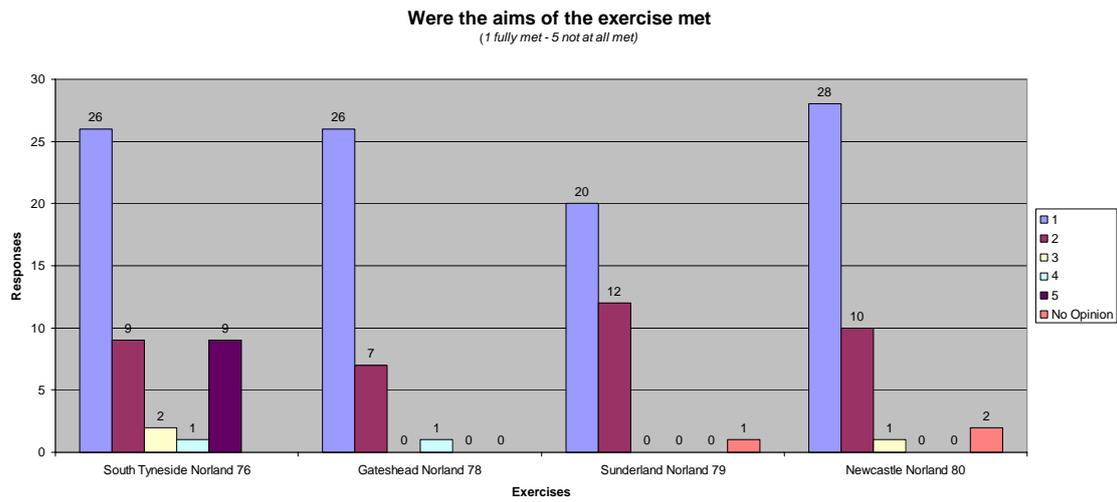
<b>Were the Aims of the exercise met?</b>	Fully met	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	Not at all met
<i>Comments</i>							

<b>Were the exercise Scenarios relevant?</b>	Fully relevant	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	Not relevant
<i>Comments</i>							

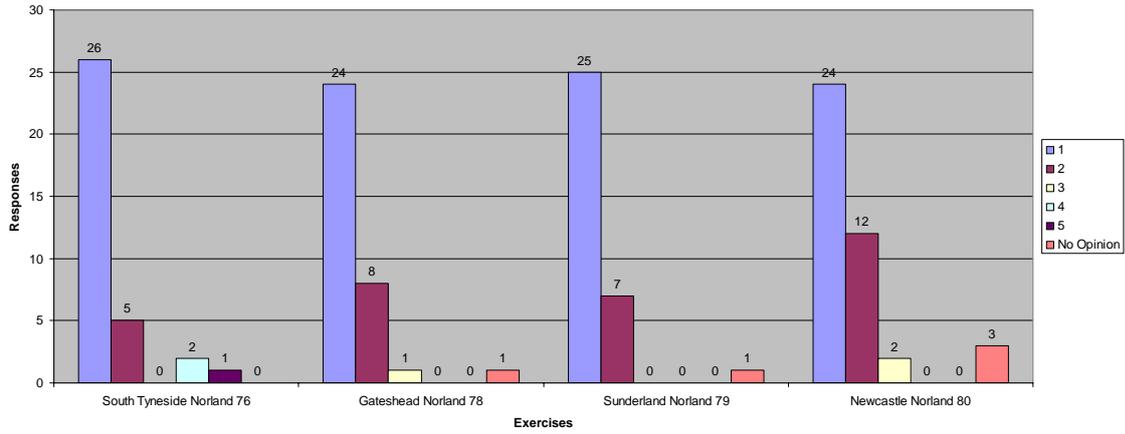
<b>EXERCISE EVALUATION</b>							
Has this exercise raised your awareness of your organisation's role in the integrated response to a Major Incident	Completely	1	2	3	4	5	Not at all
<i>Comments</i>							
Was the Exercise format appropriate (e.g. Tabletop, Live, Control Post etc.)	Completely	1	2	3	4	5	Not at all
<i>Comments</i>							
<b>Do you intend to take any further personal action as a result of attending this exercise? YES/NO</b>							
<i>If YES, what?</i>							
<b>Have you identified any areas of concern during this exercise that should be addressed by your organisation? YES/NO</b>							
<i>If YES, what?</i>							
<b>General Comments you may wish to make: e.g. Were any essential issues overlooked?</b>							
<b>NAME:</b>	<b>ORGANISATION/SERVICE AREA:</b>					<b>DATE:</b>	
	<b>EMAIL ADDRESS:</b>						

## Evaluation Responses

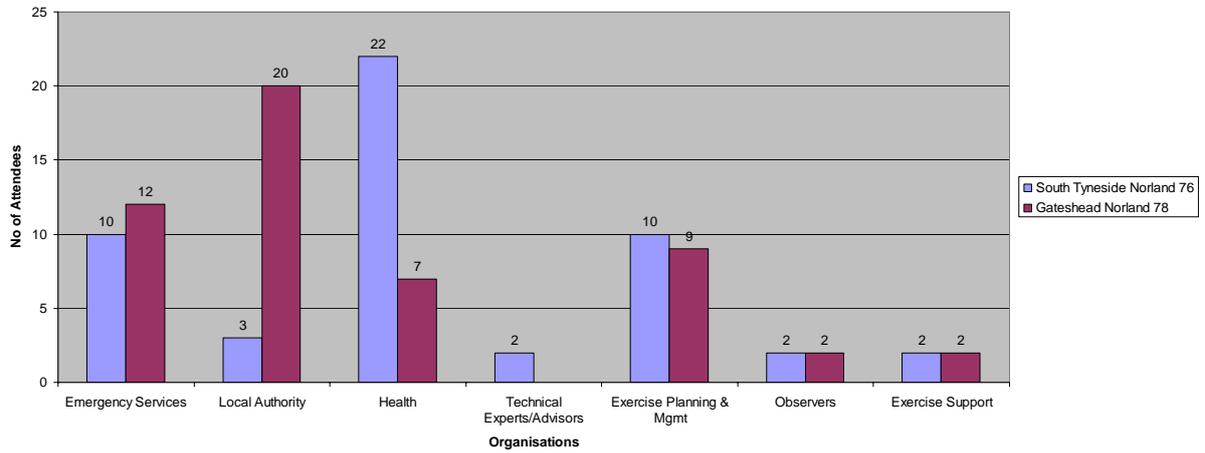
The following graphs provide a breakdown of the overall responses received from the questions asked on the evaluation form.



**Raised awareness of organisations role in response to a major incident**  
 (1 - completely, 5 - not at all)



**Norland 76 and Norland 78 Attendees**



**Norland 76 and Norland 78 Attendees**

