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Institute for Strategic International Studies

ISIS - 2011 REPORT



Emergency Readiness is Leadership Driven



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MEMBERSHIP

Team Spanlish

- Superintendent Carson Pardy, Ontario Provincial Police
- Superintendent Karen Noakes, York Regional Police
- Superintendent Colleen Kelly, Halifax Regional Police
- Inspector Joanne McCormick, Vancouver Police
- Inspector Jamie Grant, Durham Regional Police
- Inspector Mario Lessard, Durham Regional Police



Team Europe

- Directeur Adjoint Luc Beaudoin, Service de police de la Ville de Gatineau
- Superintendent Gary Askin, Waterloo Regional Police
- Superintendent Mike Shard, Ontario Provincial Police
- Inspector Joanne Crampton, RCMP



Team Mediterranean

- Staff Supt. Richard Stubbings, Toronto Police
- Acting Staff Supt. Randy Patrick, Peel Regional Police
- Lt. Colonel Brian Nekurak, Canadian Forces
- Superintendent Brian Adams, Peel Regional Police
- Superintendent William Snoddon, Ontario Provincial Police
- Superintendent Don MacLean, Halifax Regional Police





EXECUTIVE SUMMARY

On January 7, 2011, sixteen senior police managers from organizations across Canada embarked on a journey that challenged them both personally and professionally. Under the mentorship of Norm Taylor the Program Director for the Canadian Association of Chiefs of Police (CACP) - Institute for Strategic International Studies (ISIS), members of ISIS 2011 embraced this unique learning opportunity.

ISIS is based upon an experiential, problem based learning model that combines classroom sessions, independent on-line study and international field research. The ISIS problem based learning model is driven by two equal and complimentary goals - each member's executive development and the achievement of innovative, authentic research that will make a significant contribution to Canadian policing.

The timely and critically important research study theme, put forward by the CACP Board for ISIS 2011, focused on the need for emergency preparedness to remain a priority and to determine what that means to executive levels of policing in the years ahead.

During the early stages of ISIS 2011 studies it became evident that "*emergency readiness is leadership driven*". Members of ISIS 2011 felt poised and duty driven to illuminate the leadership challenges and opportunities for our colleagues in the police leadership community and the broader public safety system.

In this final report, ISIS 2011 presents its research observations under the heading "*What Canada Needs to Know*", organized within the five themes that emerged from their deliberations:

1. Public Awareness, Education & Mobilization
2. Partnerships & Interoperability
3. National Standards
4. Innovation Plus...
- and -
5. Leadership.

Following each theme, the team offers its **Recommendations** to Canadian police and public safety leaders. A summary list of recommendations is found on page 33 of this report.

Finally, ISIS 2011 has undertaken this year's research amid a growing awareness across the country about the power, potential and associated risks of emerging trends in social media. The team was challenged by the CACP Executive, as part of the ISIS learning program, to develop new research and to offer advice on the implications of these trends for policing.



As a result of the clear relevance to their larger study theme, the team recognized both an obligation and an opportunity to use their own studies to model the potential for these new methods of communication, learning and interaction.

Through partnership funding made available by the Ontario Hate Crimes and Extremism Investigative Team (HCEIT), communications and technology specialist Lisa Taylor of Ribbet Inc. was embedded throughout the team's deliberations. Together with the members of ISIS, Ms. Taylor produced a series of social media and networking tools to support the execution and delivery of the ISIS 2011 studies. The reader is encouraged to visit <http://cacpisis.ca/Buzz2011> where these parallel products are available and where interaction with the team is welcomed.

Problem and Study Definition

As ISIS 2011 worked through various exercises and brainstorming sessions a central research statement was developed. This research statement provided the guidance to move forward in our quest for qualitative international research. ISIS 2011 was intent on conducting ... *a global examination of leadership before, during and after extraordinary events* ... to inform and guide Canadian police leaders and to support their efforts to work more effectively with their partners in Public Safety in an Emergency Readiness capacity.

ISIS 2011 identified the following five research dimensions to assist during their global study process.

1. Strategic Leadership and Integrated Governance
2. Information and Communications Management
3. Concept of Operations - All Four Pillars (Mitigation, Preparedness, Response, Recovery)
4. Planning/Training/Integrated Response Guidelines
5. After Action Review/Lessons Learned and Applied



ISIS 2011 identified a need to act as a driver for change, and as such took steps to maximize involvement and build momentum. Instead of focusing primarily on a written report, ISIS 2011 committed early to generating awareness of emergency readiness through social media.

A video was created and posted to the CACP website, a presentation was made at the CACP Emergency Management Conference in Montreal and the three ISIS 2011 research teams (Team Spanglish, Team Europe, Team Mediterranean) blogged live on the CACP-ISIS website during their international field studies. Further developments utilizing a social media forum are planned as the lead up to a final web-cast of an *interactive media* encounter, live from the CACP Annual Conference in Windsor, Ontario.



DOMESTIC RESEARCH PLAN

The full ISIS 2011 team began its research deliberations in early January via ISIS Online, a dedicated facility for e-learning and computer mediated conferencing. During the weeks leading up to the team's first residential workshops, the members made extensive use of this medium to conduct domestic, background research on their assigned topic, resulting in dozens of forum posts and discussions and the accumulation of a database of over 50 related reports, videos, presentations, URL references and other materials.



Norm Taylor – ISIS Director

During the first and second residential workshops, the team welcomed subject matter experts from policing, fire services, emergency medical, emergency planning, and civil authorities into their proceedings. The Team conducted interactive exercises with these resource experts, as well as with executive and committee representatives from the CACP, in order to develop a deep and current knowledge of Emergency Readiness issues and developments in Canada as viewed from a variety of perspectives.



Prior to departing on their global studies, representatives of the ISIS 2011 team also attended, presented to, conducted and recorded onsite interviews at the Emergency Management Conference in Montreal, jointly hosted by the CACP, the CAFC, and the EMSCC. Highlights of the conference proceedings and insights gained through the onsite interviews were shared with the full team to further inform their overseas studies.

Several of the most noteworthy selections from among these domestic resources and research activities are outlined in the Bibliography section of this report.

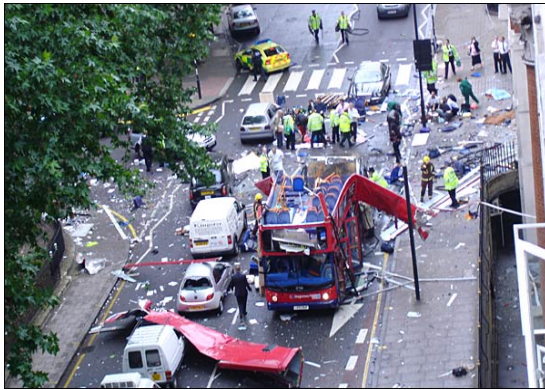


GLOBAL RESEARCH PLAN

Team Spanglish

Team Spanglish selected four destinations for their research, based on the following factors:

London, England:



While undertaking research in the policing community and on the Internet, it became very clear that the United Kingdom was at the forefront of emergency readiness. This society has lived in a threat environment for the past forty years. They have experienced terrorism, natural disasters, protests and high profile events with London being the centre of the British Monarchy. In addition, the Royal Wedding scheduled for April 29, 2011, was on the horizon which did impact our travel itinerary, but most importantly offered the chance to observe and discuss the planning of this historical event.

Birmingham, England:

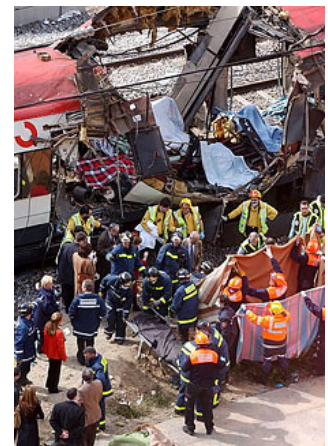
A contact was established with the West Midlands Police that offered an opportunity to research emergency readiness, including the December 26, 2004 Thailand Tsunami experience, the Casualty Bureau, British Red Cross and the local resilience forums. Birmingham offered a perspective outside of London in the West Midlands County located northwest of London.

Glasgow, Scotland:

Research indicated that Strathclyde Police was a very professional, progressive police service that had experienced the June 30, 2007 terrorist bombing at the Glasgow Airport, protests, event planning and a noticeable increase in the violent crime rate.

Barcelona, Spain:

Spain has experienced a variety of terrorist incidents, protests, natural disasters and events. The limited advanced research indicated they were making improvements in the area of Communications, software and central operations locations. Spain offered the comparative opportunity to observe the role of leadership in emergency readiness in an environment that was not as advanced as that of the United Kingdom.





Team Europe

Team Europe selected three destinations for their research, based on the following factors:

Brussels Belgium

- * Gas line explosion on July 30, 2004 killed 21 people and injured more than 100.
- * Train collision on February 15, 2010 killed 19 people.
- * Public order and civil disobedience issues that arise because Brussels is the capital of the European Union and NATO HQ.
- * *Centre for Research on the Epidemiology of Disasters (CRED)* at the *Université Catholique de Louvain*.
- * Belgian Red Cross was the first Red Cross unit worldwide - established in 1864.



Dresden, Germany

- * The Allied Day bombing protests occurring annually on February 13, which in 2011 involved more than 10,000 people forming a human chain against Neo-Nazis. The resulting protest by the “left” trying to prevent the march resulted in violent confrontations with police.

Rome, Italy

- * The G8 protests in Genoa in 2001 involved 200,000 demonstrators, and resulted in one activist being shot dead; 400 Protesters and 100 security personnel injured; and police, prison guards & doctors convicted criminally.
- * Italy continues to experience violent anti-G8 protests recognizing the 2001 event.





Team Mediterranean

Team Mediterranean selected two destinations for their research, based on the following factors:

Israel

- * The Carmel Fires rank as the largest forest fires in modern Israeli history. From the 02nd to the 05th of December 2010 the fire claimed 44 lives, caused the evacuation of 17,000 residents, laid waste to 12,000 acres, destroyed 74 buildings and resulted in 38 million dollars damage. This emergency marked the first time Israel has sought outside help to deal with an internal/domestic issue.
- * Israel is a nation living under the constant threat of terrorism – suicide bombings, rocket attacks, secular violence and the presence of the “Wall” all impact on the state’s emergency response capacity and the daily life of its citizens.



Greece

- * The recent monetary collapse in Greece has had a catastrophic impact on the nation overall and its ability to provide emergency preparedness and management. Public order issues, civil disobedience and a cash strapped public service have been the results of the monetary failure.



- * Emergency preparations and lessons learned from 2004 Olympics.
- * Forest Fires – series of massive forest fires unprecedented in modern Greek history – June / August 2007, claims 84 lives, destroys thousands of structures, and lays waste to over 670,000 acres. Greek Fire Fighters are considered among world’s best.



INTERNATIONAL FIELD STUDIES - INTERVIEWS

Teams endeavoured to include all partners, all pillars and all perils approach to provide as much context as possible to the qualitative research. An overview of the interviews has been noted in this section. All interviews are referenced in the Bibliography.

Team Spanglish



- **London, England** - Canadian High Commission, Civil Contingencies Secretariat, Visor Consultant, National Counter Terrorism Security Office, London Casualty Bureau, Supreme Court of London-Solicitor Advocate, London Fire Brigade, Project Griffin, Canary Wharf Group plc, London Metropolitan Police-Emergency Planning, Olympics 2012, Casualty Bureau, Disaster Victim Identification
- **Birmingham, England** - West Midlands Casualty Bureau, British Red Cross, West Midlands Resilience Forum, Thailand Tsunami Response and Body Identification
- **Glasgow, Scotland** - Strathclyde Police-Emergency Planning, Counter Terrorism, Police Firearms, Airport Bombing, Commonwealth Games 2014, Chemical, Biological, Radiological, Nuclear (CBRN) Response, Exercise Programs, Scottish Terrorist Detention Centre
- **Barcelona, Spain** - Guardia Urbana, Fire Services-Servei de Prevencio, Extincio, Cuerpo Nacional de Policia, Guardia Civil de Barcelona

Team Europe



- **Brussels** - Commissaire Divisionnaire - Railway Police, Belgium Federal Police, Red Cross, Center for Research on the Epidemiology of Disaster (CRED) - University, Public Works.
- **Germany** - Dresden Police, German Federal Police, (the Team approached protesters, but they were not willing to meet).
- **Italy** - Ministry of the Interior, Police, Fire Department, Central Director - Emergencies and Technical Rescue, Bloomberg News (the Team faced significant reluctance from police, likely due to the fact criminal appeals are still ongoing in relation to the 2001 G8).



Team Mediterranean



- **Israel** – Ministry of Defense, Israel National Police, INP Leadership Development Centre, Magen David Adom (Red Star of David), NEMA (National Emergency Management Authority), Israeli National Fire, Regional Council Hof-Carmel, Home Front Command, National SAR and Civil Defense School, Israeli Defense Force, Canadian Embassy, Europol.
- **Greece** – Hellenic Police, Hellenic Fire Department, EMAK – Special Disaster Management, Secretariat General of Communications – Crisis Management and Emergency Situations, FRONTEX (Border Security – Alien Division), General Secretariat for Civil Protection, National Centre of Emergency Care, Canadian Embassy, Hellenic Coast Guard.

ISIS 2011 - CONSOLIDATION OF RESEARCH

What Canada Needs To Know

Upon completion of the international field studies, ISIS 2011 gathered once again to discuss the experiences and the research obtained during their travels to Europe, the United Kingdom and the Mediterranean. The culmination of five committed months of research, discussions and interviews that were focused on a global examination of leadership before, during and after extraordinary events, revealed five clear and compelling themes. These five themes resonate deeply with ISIS 2011 and provide the basis for the team's final recommendations to all Canadian police and public safety leaders and are as follows:

1. Public Awareness, Education & Mobilization
2. Partnerships & Interoperability
3. National Standards
4. Innovation Plus...
- and -
5. Leadership.

Strengths in emergency readiness were directly attributable to these factors being present and weaknesses were directly attributable to their absence. Each of these five themes is presented below with supporting observations from each study team, and ISIS 2011 discussion of the implications for Canada, and ending with the team's theme-specific recommendations. The complete list of ISIS 2011 recommendations is summarized on page 33 of this report.



1. PUBLIC AWARENESS, EDUCATION & MOBILIZATION

United Kingdom

It was abundantly clear from the moment Team Spanglish commenced planning their international field studies that a Team would need to travel to the United Kingdom. The past, present and future threat environment that exists in the United Kingdom, along with various extraordinary events they have experienced combined with the reputation of being leaders in the realm of emergency preparedness presented an opportunity that could not be ignored.

Mobilization

“Next generation resilience relies upon citizens and communities, not the institutions of state...”

(Charlie Edwards, The Resilient Nation 2009)

The Civil Contingencies Act of 2004, mandates the development and operation of community resilience forums. These forums are crucial to emergency readiness. They engage the community and encourage ownership and responsibility. The Team observed the commitment to local community resilience forums in England and Scotland. Community Resilience in the United Kingdom means ... *“communities and individuals harnessing local resources and expertise to help themselves during an emergency, in a way that complements the work of the emergency services.”* (Kathy Settle-CCS)

The National Risk Register is published to update the public on the most current assessment of the likelihood and potential impact of a range of different risks that may directly affect the UK. The register includes details of what the Government and emergency services are doing to prepare for emergencies and provides advice on how people and businesses can better prepare for civil emergencies.

As leaders in our communities, we in Canada can learn from the experiences of those countries that live in a constant threat environment. Despite having a much higher threat environment, they do not cower in fear, but they build resiliency through community involvement and tap into volunteerism to augment emergency services.

Extraordinary events can exceed the capabilities of first responders and local authorities; therefore it is imperative that individuals take on responsibilities to fill the gaps between institutional capacity and their own requirements.

Canadian policing has adopted various community engagement and mobilization models that generally apply to the crime prevention aspect of policing. These very same models could be utilized and built upon to create a robust community response to emergency readiness. Knowledge is power and perhaps we underestimate the willingness of our communities to be educated and involved.



Dresden, Germany 

The community in Dresden is still being torn by social conflict related to the 1945 allied bombing. The police are caught between the Right (Neo-Nazi / Skin Head) and Left Wing factions. The Left Wing is actually more aggressive and violent than the Right Wing, and in recent years the Left Wing protesters have outnumbered police and been successful at blocking the Right Wing protest. It was clear in Germany that the response cannot just be from police.

How can Dresden/Germany address such a deeply felt societal conflict? Do members of the Left Wing really want a safer and more humane Germany? In the 2011 protest, German police invited the Minister of the Interior – as a way to reach political leaders, and start building their understanding of the issue. Authorities believe there must be a way to go further and sway public opinion, to affect at least some of the Left Wing’s supporters, and change the course of these demonstrations.



The focus needs to be not just on policing the conflict, but on finding a way for the community to heal (dialogue, awareness, education, mobilization – new ways to address social conflict). This may require a long term investment, and involvement of partners such as schools.

It isn’t easy for individuals to deal with social conflict, and it can be tempting to just follow the crowd. As indicated by author Lester R Kurtz, *“The ability to take social responsibility nonviolently, especially when others do not, requires a high degree of self-awareness, confidence and courage.”* (Encyclopedia of Violence, Peace and Conflict – p.561). Mr. Kurtz makes the point though, that key skills such as communication and leadership, can be learned.

Rome, Italy 

The reporters in Rome believed that the Italian police needed to be more open with the media and public. Notably, even ten years after the 2001 G8 protest, the Italian Police did not feel they could discuss the protest with the ISIS study team.

- *“(Italy) is a Right Wing government that sees communists everywhere- particularly in the school system”* - Andrew Davis, Bloomberg News, Rome



- As an independent reporter, Eric Lyman believes that police should get their message out to the media. It is always better to communicate your position, than to keep silent and commended the Canadian Police for being willing to look outside of their own country and in particular to speak to the media to better understand their point of view.



Israel



Israel is a nation under the constant threat of war and terror. In response to this climate the country has developed an all inclusive emergency preparedness/readiness environment. All facets of emergency response, police, fire, EMS and military all operate at the national level with the police identified as the lead agency in all emergency situations with the exception of acts of war. Responsibilities are legislated, roles are well defined by interagency policy and cooperation is ensured through multiple combined drills and training scenarios. A common refrain amongst the leadership of all agencies was that *"our policies are written in the blood of those that went before us"*. The mechanisms of government are heavily weighed towards domestic safety/security and the budgets within government reflect this reality.

Volunteerism rates across the country are extremely high. An example is that the Israeli National Police have a full time staff of approximately 27,000 and a volunteer component of over 45,000. The volunteer police are empowered with all the authorities of the regular police, are fully uniformed and carry firearms. All sectors of emergency management are similarly represented. In addition the state requires a three year compulsory military service for all citizens of military age.



Bus Stop / Bomb Shelter

The entire populace is well schooled in the response to emergencies. Education is provided through the institutions of state, communicated through public media and reinforced in daily life. Air raid warnings, public bomb shelters and well organized national drills on emergency response are only a few examples of the levels of public awareness and engagement.

Greece



Greece is reeling from the collapse of their monetary system and is facing unprecedented civil disorder issues both from the general populace and from a well organized anarchist element. Organized rallies occur on a daily basis and often result in riotous behavior by participants.



Clashes between police and the public have been well documented in the international press and while they result in extreme public order issues there appears to be a general apathy within the general population towards developing any solutions. The issue remains the sole responsibility of government and emergency response organizations to manage.

These issues are further complicated through the extreme fiscal restraints place upon emergency responders by the faltering economy. Emergency response agencies are operating within funding envelopes that are being reduced by as much as 20% and recruitment restrictions that limit the hiring of one emergency responder for every five that leave the organization. These factors create an environment in which agencies can do little more than attempt to limit the violence and contain the demonstrations.



ISIS 2011 - Discussion on the Theme of Public Awareness, Education & Mobilization:

Across the United Kingdom, Europe and the Mediterranean there exists a much higher level of public consciousness in relation to all issues related to emergency preparedness. Whether it is the response to acts of terrorism or natural disasters the populace is much more aware of their personal responsibilities and those of the state. This is as much a reflection of the environment they live in as it is to any proactive efforts of government and emergency management agencies.

To illustrate, Israel has existed in a state of readiness since its inception and works diligently to maintain and upgrade its responses in relation to the evolving threats. Israel believes that terror attacks are only terror if you allow them to be and focuses on returning to a state of “normal” as soon as possible - they set a benchmark of within 45 minutes of terrorist incident. Additionally the UK and much of Europe is not so far removed from the memories of world war and has regularly been targeted by acts of terrorism and civil unrest.



This heightened state also exists in the response to natural disasters. Greece is highly experienced in their response to forest fires and actively engage the populace in the four pillars of emergency management (Mitigation, Preparedness, Response, Recovery). Similarly in the United Kingdom, community resiliency forums are crucial to emergency readiness. These forums engage the community and encourage ownership and responsibility in relation to emergency readiness. Additionally the National Risk Register in the UK is a tool used to educate the public on the likelihood and potential impact of emergencies and how the public and private enterprise can better prepare for civil emergencies.



This level of awareness and education combined with the impacting environmental/societal factors translates into an extremely engaged public in the related emergency management field. Israel is perhaps one of the best examples of this with a highly engaged volunteer segment. All sectors of emergency management, police, fire and EMS are strongly represented through volunteerism - police 27,000 officers + 45,000 volunteers / EMS 1,600 employees + 12,000 volunteers / firefighters 9,000 + Seasonal 5,400 + 1,800 volunteers.

The volunteer population in Canada, while strong and vital, are traditionally engaged in the fields of health care and community wellness. Less focus is provided to volunteerism in emergency readiness as this is seen more typically as a professional vocation. There are however several localized efforts underway across the country to heighten understanding and increase both engagement and volunteerism in emergency preparedness. These efforts while in the early stages should be encouraged and more broadly implemented.



Upon reflection by all teams during the consolidation phase of its research, ISIS 2011 observed a striking difference between the levels of engagement, awareness and participation apparent among Canadians and those seen in the most successful and robust models studies overseas.

ISIS 2011 sees this is a significant area of opportunity, to achieve greater leverage in all pillars beyond the capacities of the formal system, and to achieve greater individual responsibility among Canadians, and thus enhanced resilience in Canadian communities.

ISIS 2011 Recommendation on Public Awareness, Education & Mobilization :

- Determine and pursue new ways of influencing public understanding of their role in emergency preparedness, which includes mobilizing the community and engaging volunteers and youth at a new level.

2. PARTNERSHIPS & INTEROPERABILITY

United Kingdom

Civil Contingencies Secretariat

“The key to success is the motivation of stakeholders.” (John Tesh - CCS)

The London Metropolitan Police

The Association of Chief Police Officers (ACPO) made it quite clear some time ago that policing during events had moved from public security to crime and disorder. Public security company/stewards are responsible for public safety, organizing events and providing security. There appears to be much more acceptance of private security companies accepting responsibilities that are still assumed in the Canadian policing environment. Partnerships between the police and public security companies are strong and every special event involves a safety advisory group comprised of all stakeholders.

NaCTSO-National Counter Terrorism Security Office

NaCTSO trains, tasks and coordinates a nationwide network of centrally funded, specialist police advisers known as Counter Terrorism Security Advisors (CTSAs). The primary role of these advisors is to provide assistance, advice and guidance on all aspects of counter terrorism protective security across a variety of sectors.



NaCTSO encourages police to look outside for leadership in the business world. There are many great leaders with resources that can assist in the area of emergency readiness. NaCTSO has 250 advisors across the country who report on counter terrorism.

This is a very professional network. NaCTSO acknowledges that businesses have a responsibility to prepare for major events/disasters in the way they design buildings and protect their information. Science combined with technology needs to be engaged to prepare and identify potential risks.

London Fire Brigade

During a presentation with the London Fire Brigade, the Group Manager identified strong intra-agency response and training. There is a keen understanding of the responsibilities amongst the partners in the London area. They do have a scientific response in each of the 33 boroughs of London. They conduct regular training exercises. Technical interoperability was identified as an issue and was certainly of concern during the July 7, 2005 bombings on the subway system. The experience of the 7/7 Bombings assisted in developing a more unified approach to extraordinary events.



Project Griffin

Project Griffin was an initiative struck between an ex-police officer turned banking security manager and the police. It was introduced in 2004 as a private-public partnership and included both the City and Metropolitan police forces: to protect cities and communities from the threat of terrorism. Project Griffin gathers and coordinates resources, encourages information sharing and raises security awareness amongst the police, emergency services, local authorities, business and the private sector security industry. Project Griffin is increasingly being adopted by other police forces, cities and communities across the United Kingdom and has generated interest and acclaim in Canada, United States, Hong Kong and Australia. *“Policing has to be a partnership with the community these days. If you don’t have that partnership, you won’t succeed.” “Serving police officers just don’t realize what a thrill it is for a non-police person to actually share or partner with someone who is serving-whether it be the Commissioner or the Constable-it doesn’t matter.”* (Don Randall)

Spain



Guardia Urbana

Although their current state of emergency readiness might be deemed to be less advanced, Team Spanglish observed efforts on behalf of the local emergency services to partner. A Central Operations Centre housing the local police (Guardia Urbana), provincial police (Mossos D’Esquadra) and the Fire Service was achieved in Barcelona. All police and fire calls are filtered through this centre and transferred to the appropriate service.



They also have a CCTV system in place with an excellent mapping system allowing faster response times for all emergency services within the city.

Much of the development to improve emergency response capabilities in Spain followed the 2004 Madrid train bombings.

During ISIS interviews there was an indication that sometimes determining responsibilities between the Guardia Urbana, Mosses D'Esquadra, Cuerpo Nacional de Policia and the Guardia Civil can be difficult, but generally extraordinary events are coordinated through the Cuerpo Nacional de Policia Headquarters in Madrid.

Belgian Red Cross

The Belgian Red Cross has great strength, particularly in the recovery area. Recovery is one of the pillars where the importance of police linking to partners is most evident. Unfortunately, the Belgian Red Cross felt that they weren't being fully utilized. They support the other players, providing complementary services particularly in the Medical and Logistics field. They have over 200 ambulances; can provide medical triage facilities; assist with victim identification; help with next of kin notification; arrange support for the family; and provide psychological services. They aren't asked what they can do though, are debriefed as part of the medical response pillar, but not part of an overall debrief and don't hear back regarding their recommendations.

Belgian Gas Line Explosion

ISIS 2011 viewed the Belgian gas line explosion as a compelling example of the importance of working with partners. The gas line explosion of July 30, 2004 killed 21 people and injured more than 100, but it could have been much worse. A large commercial hydrogen tank was nearby, and was singed by the fire. If that tank had exploded, it would have devastated everything within a 5km radius. The responders were not aware that the tank was there, which highlights the importance of linking with local partners who know the specific area best.



Rome, Italy

The Italian National Fire Service is well organized and effective, and represents a great example of a powerful and important partner. As a national service they have large numbers of staff they can deploy, and a high level of relevant expertise. All members, including the fire chief, appear to be constantly ready to respond. They were the first responders to an earthquake in southern Italy in 2009.



- "In this idea of interoperability- dividing experiences in order to arrive at a common way of communication. Sharing of information and communications allows better coordination of the different forces on the side of the emergency. All competencies and capacities are connected at the best level" - Chief Emilio Occhiuzzi - Vigili Del Fuoco (Fire)

The centralization and coordination of fire services stood out as a way to increase the effectiveness of the Canadian emergency readiness system.

Israel



The entire state of Israel tests its emergency response capacity annually in national exercises named "Turning Point". Turning point is designed to challenge all emergency responders, all levels of government, the military, health care, transportation, essential infrastructure, private industry and the civilian populace in meaningful emergency response scenarios. The goal is to engage the citizenry up to and including the Prime Minister. In "Turning Point 4 - 2010" over 180 organizations and 8 million people participated across the country.



Turning Point 5 - 2011

"If you're not part of Turning Point, you don't exist." Avi David, Deputy Director NEMA

Greece



The Hellenic Fire Service is organized at a national level and is under the administration of the Ministry of Civilian Protection. The department is well organized and highly effective. As a national service they have the capacity to deploy large numbers of staff to emergent incidents and possess all the requisite expertise to address their mandate (Urban Fire, Forest Fire, Natural Disasters, CBNR, USAR). Membership includes 9,050 firefighters, 5,384 seasonal fire fighters and 1,800 volunteers.





ISIS 2011 Discussion on the Theme of Partnerships and Interoperability:

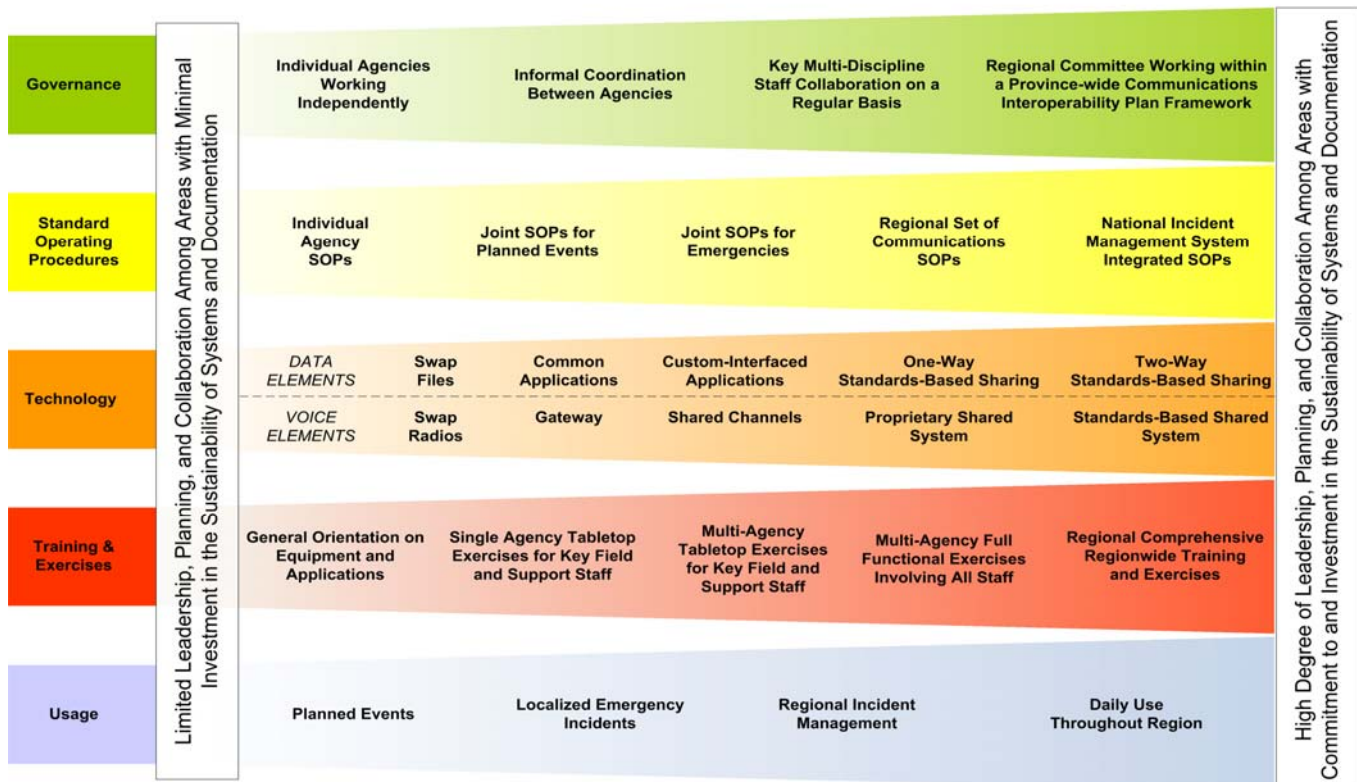
ISIS 2011 observed that Partnerships and Interoperability are better developed in those nations that have highly functioning emergency management systems such as the United Kingdom and Israel. It was fast becoming apparent that in states with high levels of public awareness, education and mobilization, there also exists highly effective and integrated public/private partnerships and interoperability amongst emergency readiness stakeholders. Similarly these nations would also prove to be leaders in National Standards and Innovation.

Project Griffin
 "... to engage, encourage and enable members of the community to work in partnership with police to deter, detect and counter ..."

Project Griffin in the United Kingdom was an initiative introduced in 2004 as a private-public partnership, to protect cities and communities from the threat of terrorism. Project Griffin's primary mission is to engage, encourage and enable members of the community to work in partnership with the police to deter, detect and counter terrorist activity and crime. Project Griffin gathers and coordinates resources, encourages information sharing and raises security awareness amongst the police, emergency services, local authorities, business and the private sector security industry. It provides an official and direct channel through which the police can share and update vital information relating to security and crime prevention. Project Griffin is being adopted across the United Kingdom and has generated interest in developed nations around the world.

In Canada similar programs exist in Vancouver and Ottawa (Operation INTERSECT).

Interoperability Continuum





In Ottawa and the National Capital Region, Operation INTERSECT is an integrated readiness and response framework, similar to the Project Griffin model, designed to mitigate, prevent, respond to and recover from, emergencies and disasters.

Operation INTERSECT has directly led to significant increases in:

- * awareness and community participation,
- * effective use of resources,
- * enhancement of communications within and cooperation among agencies, and
- * improvement of services to the community.

* Operation Intersect (2010), *Integrated Response Framework for the National Capital Region*

Across the state of Israel interoperability and partnerships are tested annually in national emergency preparedness exercises titled "Turning Point". These exercises are all encompassing testing the response of the nation, military, emergency services, health care, infrastructure, private industry and the populace.

ISIS 2011 observed that pockets exist across Canada where best practices in partnerships and interoperability exist. Best practices such as Project Griffin and INTERSECT should be adopted where operationally feasible and integrated into emergencies preparedness/readiness models.

ISIS 2011 Recommendation on Partnerships and Interoperability:

- We must aggressively pursue formal, accountable partnerships and coalitions, and broad-based interoperability as our primary strategic direction. We see these as priorities that require a true sense of urgency.



3. NATIONAL STANDARDS

United Kingdom

The Civil Contingencies Act (CCA) applies to Northern Ireland, England, Wales and Scotland, with subtle differences applicable to each of the four countries. This legislation provides a foundation that offers consistency across the United Kingdom and clearly outlines the responsibilities of responders. The Act places a legal obligation upon responders to cooperate and share information and mandates community resilience forums already detailed under public awareness, education and mobilization themes.



The United Kingdom's approach to community resilience includes the National Risk Assessment. The National Risk Assessment was designed to compare, assess and prioritize all major disruptive risks to national security over the forthcoming five years. The current Tier 1 risks have been identified as hostile attacks upon UK cyber space, an international military crisis between states drawing in the UK, international terrorism and a major accident or natural hazard such as coastal flooding or an influenza pandemic. This national risk assessment provides strategic direction and coordination for the country; this was confirmed during various police and governmental related interviews.

Reviews of incidents are embedded in the practices of the Civil Contingencies Secretariat. Best practices are shared through the National Resilience Extranet.



Strathclyde Police

The Strathclyde Police clearly illustrated their commitment to contingency planning legislated through the CCA. There are fifty-four such plans written in partnership with the appropriate stakeholders such as nuclear power stations and fuel depots. In addition there are police-specific plans created in addition to the need for specific contingency plans which are legislated.

London Metropolitan Police

Structured debriefs occur after all events and the recommendations are brought forward driving subsequent training.

The London Emergency Services Liaison Panel (LESLP) Major Incident Procedure Manual is an excellent example of a documented process in response to major incidents. The Panel was formed in 1973 and includes representatives from the London Metropolitan Police, City of London Police, British Transport Police, London Fire Brigade, London Ambulance Service,



Port of London Authority, Marine Coastguard, Royal Air Force, Military and voluntary sector. The manual details clear guidelines on the response to major incidents and has resulted in enhancing partnerships and universal training for all agencies involved.

Mark Scoggins-Solicitor Advocate

Regardless of whether there are third party inquiries into an event, whether some participants come to the table or not, it is necessary for all the right reasons to have an after action review. It's not just about best practices and lessons learned...we must think of reviews as risk assessment that can help protect the public and more importantly our officers in future events.

"If that organization deliberately decides not to have a review of an incident that has caused concern, in English law, I'd say that organization is guilty of a crime, guilty of a criminal offence, breach of regulations but worse than that and the immediate point, is it not grossly irresponsible for a public body, publicly funded and publicly accountable and charged with the safety of its officers and the public, not to investigate its own possible shortcomings for fear of what might be found?"

(Scoggins 2011)

Spain



Spanish Organic Law 2/26/96 is the legislation that dictates the understanding of responsibilities between police at the national level. It does not appear that this legislation speaks to specific responsibilities of responders, contingency plans or community resilience involving major incidents or extraordinary events.

Cuerpo Nacional de Policia

Lessons learned during major events are disseminated and provided to all senior police leaders. Police services do not participate in practical training exercises in relation to emergency preparedness. They do have some basic contingency plans for regular events. The police have primacy at all events.

Belgium



In 2006 Belgium passed a Bill that establishes the roles and responsibilities for emergency planning and intervention - Feb 16 2006-Arrete royal relatif aux plans d'urgence et d'intervention c-2006/0092. It was clear from all parties within Brussels that they understood their roles and responsibilities (though there was criticism of the way this was implemented, in terms of funding and whether local parties were given enough time to respond).





Italy



The importance of organization and structure was highlighted in Italy, where reporter Eric Lyman indicated that the officers seemed disorganized at the 2001 G8 protest. He indicated that as police were setting up barricades, groups of protesters would move to occupy the space where the barricades were going to be put next. The officers would argue about which of them should ask the protesters to move.



Police were young and nervous and drew their guns frequently many had their fingers on the trigger. He stated that approximately 3 out of 5 did that, so he presumed it was not strategic operational planning or they would have all done the same.

Israel and Greece



“When a crisis comes we just simply work through our system - we don’t need to change our processes” Aggelos Augoutidis, Hellenic Secretary General of Communications



Police, Fire and EMS are all national state agencies in Israel and Greece. National standards are legislated for all emergency responders in both countries. Law dictates that the National Police are in command of all domestic emergencies with the exception of acts of war. This directive was reinforced in interviews across all emergency response agencies.

The unity of command between responding agencies (Police, Fire, EMS, Military) is also dictated through policy. Additionally in Israel, national standards and oversight recognized in law are enforced through NEMA (National Emergency Management Authority).



“If you don’t help one another you’ll be hanged together”
Avi David, Deputy Director NEMA, Israel



ISIS 2011 Discussion on the Theme of National Standards:

Many of the most successful emergency preparedness models studied in the United Kingdom, Europe and the Mediterranean are based on sound legislated national standards. The application of legislation to emergency management/preparedness /readiness provides consistency and clearly outlines the roles and responsibilities of all responders. Further legislation codifies the legal obligation upon responders to cooperate and share information amongst the various responding agencies. In many instances the law also mandates the requirement for emergency response agencies to involve the community and private industry in active roles in relation to mitigation, preparedness, response, and recovery.

Emergency responders interviewed described the legislated requirements as a force multiplier, enabling respective agencies to provide a more complete response based on mandated roles and responsibilities. In Israel the application of these laws, policies and procedures was further entrenched in the “front-line psyche” as being written in the blood of the casualties experienced in previous events and thereby demanding the strictest compliance by the entire populace.

Most Canadian emergency response agencies are currently governed through provincially mandated policies and procedures, however a uniformed national standard does not exist. This standard would provide for codified regulations that mandate adequate response capabilities and uniform policies and procedures.

When applied against the Canadian experience, ISIS 2011 research revealed salient differences from province to province and municipality to municipality when compared to the all encompassing national approach seen in the more successful models studied abroad.

ISIS 2011 advocates for a national model/standard to ensure enhanced levels of public safety and security and engage greater levels of individual and private industry engagement in Canada.

ISIS 2011 Recommendation on National Standards:

- Advocate for national standards to create consistency in emergency management (disaster or emergency preparedness).



4. INNOVATION PLUS.....

United Kingdom



NaCTSO

As previously noted above, NaCTSO encourages police services looking to the business world for leadership and recognizing the resources they possess that can assist. Using science and technology is encouraged to prepare and identify potential risks.

Project Griffin

As previously noted above, Project Griffin supports the harmonization of the public and private sectors in the security field, maximizing their skills and expertise to ensure a safer community.

Civil Contingencies Act

By virtue of an act which mandates community involvement, this can only lead to increasing opportunities for innovation.

Strathclyde Police

Strathclyde Police encourage the use of social media through Corporate Communications and recognizes the need to partner with local advisors as required. Police agencies should not be adverse or obstructive when it comes to social media, which presents us with a fantastic opportunity to reach out to a much larger audience than previous conventional methods offered.

Germany



Germany has a program called Exit Deutschland to reduce right wing extremism through the promotion of disengagement and re-socialization. This program provides support to those wanting to disengage. Legal assistance and psychological referrals are offered. Similar programs have been set up in 11 of 16 states of the German federation. It was clear that Germany needs to continue to seek new ways to deal with the conflict in their society. This is a good example of prevention and mitigation.



***Italy***

Reporter Eric Lyman indicated that Italian police did not appear to be learning the important lessons from the G8 protest. His sense was that the only lesson learned was to keep protesters further away from the political event.

Israel

In an effort to ensure broad communication across the entire emergency response community and the public as a whole the government of Israel is pursuing innovative technology. Within the emergency response community members are supplied with “Beepers” that operate on a secure network and provide instantaneous text messages and updates to alert responders to any existing or potential situations. All emergency responders were extremely complimentary of the network.

Additionally in Turning Point 5 - 2011 the military will be leading the testing of broadcasting alerts over the public cell phone network. This system was described as a personal air raid warning. The hope is to have the system connected to over 11 million cell phones over the next three years.

ISIS 2011 Discussion on the Theme of Innovation Plus... :

ISIS 2011 found examples of innovation existing across all major themes contained in this report.

Whether they are:

Public Awareness, Education & Mobilization: Community resiliency forums, and the National Risk Assessment in the United Kingdom, or volunteerism in Israel,

Partnerships & Interoperability: Project Griffin in the UK or Turning Point in Israel,

National Standards: Civil Contingencies Act (CCA) in the UK, Organic Law 2/26/96 in Spain, Arrete Royal Relatif Aux Plans D’urgence Et D’intervention C-2006/0092 in Belgium, NEMA in Israel,

Innovation Plus: Social media in Scotland, Exit Deutschland in Germany, or emergency broadcast cell alerts in Israel.

ISIS 2011 notes that it is not enough for individuals or organizations to simply propose innovative solutions – there must also be a change in the broad culture of the Canadian public safety system to ensure that innovative ideas gain open-minded support, receive wider distribution, and benefit from a genuine commitment to overcoming administrative, regulatory, technological and bureaucratic barriers.



It is incumbent upon these more progressive and innovative emergency management services to share their best practices and experiences with others. ISIS 2011 supports the establishment of a global community of practice forum consisting of interactive platform of best practices and an innovations data-mine exchange. Innovation flourishes in the more progressive emergency preparedness environments.

ISIS 2011 Recommendations on Innovation Plus... :

- We must scan the police landscape to identify and eradicate barriers in order to create an environment that invites and encourages innovation.
- Establish a global community of practice, a forum for the exchange of information, learning and dialogue, in a secure web-based environment where leaders can share innovative ideas, plans, best practices and techniques.

5. LEADERSHIP

United Kingdom

Many examples of leadership were observed throughout all sectors during our interviews with police agencies and private industry. Leadership was displayed by the government when the Civil Contingencies Act was legislated.

"Members of the community will often step up and become leaders." (Nik Whyte, Resilience Team Leader, Government Office West Midlands, Birmingham, England)

The London Metropolitan Police, West Midlands Police and Strathclyde Police all commit the necessary resources, training and succession planning in the area of Emergency Readiness.

Belgium Federal Police

The Belgian Federal Police demonstrated solid and compassionate leadership during their response to the rail disaster.



Police leadership was shown in organization, but also in small acts: checking on officers, how they were doing, whether they needed a break, debriefing officers, saying thanks, and passing on positive comments. They also followed up with the victims and families, going above and beyond to ensure all personal property was found and returned, and also checking in with survivors one year after the crash. This helped with recovery, and also gained huge community/public support.



Germany

Germany needs strong leaders at all levels, to help heal the conflict in their society. School boards could teach youth new ways to deal with conflict, and build the internal strength and leadership that would reduce their susceptibility to radical groups. Public leaders could press for restrictions on the Right Wing's right to protest. The Left Wing itself needs leadership with a better vision, as their current strategy - using hatred and violence, to fight hatred and violence - will soon turn the silent majority against them.

Israel

"You are nominated to be a commander, you have to learn to be a leader" Dr. Raffi Lev, Director INP Leadership Development Centre

The Israeli National Police through their Leadership Development Centre (LDC) are stressing a "role not rank" approach to emergency management. The Director, Dr. Raffi Lev refers to this as "*naked leadership*", leadership without the benefit or encumbrances of the military structure. This practice is being introduced into the INP beginning with what they see as mission critical roles.

The Centre focuses on the "development of latitudinal leadership among police commanders through work with homogeneous leaders (similar roles - not rank dependent)". The LDC seeks to enhance and develop what they refer to as the Three Levels of Leadership

1. **Cognitive Skills:** develop the ability to think logically and conceptualize - acquisition of relevant knowledge,
2. **Experiential-Emotive Skills:** learning from personal experience - increasing insight skills at the individual and emotional levels,
3. **Implementation Skills:** learning from professional experience acquire through internal and external mentorship/

Haim Shneor, (2010), *Leadership Development in the Israel Police*



The Centre also supports the concept of “Distributed Leadership” - dividing and decentralizing leadership through the command layers of the organization and the linked notion of “Shared Leadership” which is defined as the empowerment and development of leadership and leaders to include broader participation in the leadership challenge.

ISIS 2011 Discussion on the Theme of Leadership:

ISIS 2011 very early in its tenure developed the hypothesis that “*Emergency Readiness is Leadership Driven*”. This concept framed the resulting discussions, provided focus to further research, and was an element of each resulting theme (Public Awareness, Education & Mobilization - Partnerships & Interoperability - National Standards - Innovation Plus - Leadership).

It soon became apparent that in the field of emergency management / preparedness all things are a reflection of leadership. Forward thinking agencies (public, private, volunteer) both at home in Canada and abroad share this defining trait and it is present throughout the continuum of each of the Four Pillars of Emergency Management (Mitigation, Preparedness, Response, Recovery). In order to be highly effective emergency management agencies must be well led. This leadership principle expands beyond the traditional “leadership at the top” concept and reaches into all levels and strata of the emergency readiness response.

Again and again ISIS 2011 found examples of this theme existing within those agencies and systems viewed as leading edge in the emergency preparedness field. Common themes resonated throughout these agencies in relation to leadership and its impact on emergency management

The Leadership Development Centre in Israel predicts that in order for agencies to remain vital and provide the necessary leadership to emergency management they must:

1. be willing to commit sustained investment in the development of leaders and leadership skills,
2. look beyond their own borders to recognize and engage leadership wherever it exists,
3. exploit the interface between technology and leadership to foster innovation,
4. focus on moral and ethical leadership to build integrity,
5. measure the effectiveness of their leadership in terms of performance, and
6. extend leadership to all crucial members not just the senior strata.

Dr. Raffi Lev, (2011) Director INP Leadership Development Centre

ISIS 2011 supports these principles and recommends that all emergency management agencies embrace forward thinking leadership in order to advance public safety.



ISIS 2011 Recommendations on Leadership:

- Public safety leaders across Canada must become more engaged in this issue, more active in their partnerships and must have the courage to embrace new ideas, new methods and new initiatives.
- Public safety leaders must continue to identify, train and develop current and future leaders.
- Emergency management partners must recognize emerging leadership within the community and private sector and find creative ways to build capacity and resilience.
- We must collectively influence cultural change with respect to community engagement and grow leaders at all levels. Public safety leaders across Canada have already recognized a number of important paths forward. We must have the courage to step up the pace and follow those paths to their conclusion.



CONCLUSION

What does Canada need to know? Canada needs to know that we are extremely well positioned to carry forward the recommendations contained in this report. Our emergency service responders are well led, progressive and well intended.

What does Canada need to do? Canada needs to continue to press forward. The face of emergency management is constantly changing in response to an ever changing world. Threat levels are increasing, the nature of society is becoming more complex and more global, technology is constantly evolving and the demands placed on emergency management agencies in response to this change are becoming more multifaceted.

What do we (Emergency Responders) need to do?

- * Heighten our efforts to mobilize, engage and educate the public,
- * Continue to develop partnerships and ingrain interoperability,
- * Lobby for national standards to create consistency in emergency management,
- * Foster and share innovative solutions, and
- * Develop our leaders to meet the challenges of a changing environment.

Canada is recognized around the world as a leader and innovator in emergency management and readiness. That is not to say that we have arrived, merely that we are on our way. Canada can continue to serve as an example of leadership if we steadfastly apply the recommendations contained in this report.





SUMMARY OF ISIS 2011 RECOMMENDATIONS

1. Public Awareness, Education & Mobilization

- a. Determine and pursue new ways of influencing the publics' understanding of their role in emergency preparedness which includes mobilizing the community and engaging volunteers and youth at a new level.

2. Partnerships & Interoperability

- a. We must aggressively pursue formal, accountable partnerships and coalitions, and broad-based interoperability as our primary strategic direction. We see these as priorities that require a true sense of urgency.

3. National Standards & Legislation

- a. Advocate for national standards to create consistency in emergency management (disaster or emergency preparedness).

4. Innovation Plus....

- a. We must scan the policy landscape to identify and eradicate barriers in order to create an environment that invites and encourages innovation.
- b. Establish a global community of practice, a forum for the exchange of information, learning and dialogue, in a secure web-based environment where leaders can share innovative ideas, plans, best practices and techniques.

5. Leadership

- a. Public safety leaders across Canada must become more engaged in this issue, more active in their partnerships and must have the courage to embrace new ideas, new methods and new initiatives.
- b. Public safety leaders must continue to identify, train and develop current and future leaders.
- c. Emergency management partners must recognize emerging leadership within the community and private sector and find creative ways to build capacity and resilience.
- d. We must collectively influence cultural change with respect to community engagement and grow leaders at all levels. Public safety leaders across Canada have already recognized a number of important paths forward. We must have the courage to step up the pace and follow those paths to their conclusion.



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3. **Saskatchewan, Out of the Dust** (2011). *Operational Successes in Saskatchewan's Emergency Planning and Response*. Commissioner Duane McKay, Fire and Emergency Services, Saskatchewan Ministry of Corrections, Public Safety and Policing. ISIS 2011 Working Session on Emergency Preparedness/Readiness in King City, ON. Kingsbridge Centre
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Website: <http://www.un.edu/humanrts/instree/oecdev.pdf>



TEAM SPANGLISH INTERVIEW LOG

LONDON, ENGLAND

1) Government of Canada - High Commission of Canada

- Mike Thielmann - Counsellor (Public Safety)
- Scott Allen - RCMP Liaison Officer

Date of interview: Tuesday, April 5, 2011

Time of interview: 0900h

Location of interview: Macdonald House, 1 Grosvenor Square, London, England

2) Civil Contingencies Secretariat

- John Tesh - Deputy Director, Capabilities Team
- Kathy Settle - Deputy Director, Local Resilience Capability

Date of interview: Tuesday, April 5, 2011

Time of interview: 1400h

Location of interview: 70 Whitehall, London, England

3) London Metropolitan Police

- Constable Lisa Harrison, Central Operations
- Kevin Wilson - Tactical Advisor
- Inspector Graham Brown - London Resilience Team

Date of interview: Wednesday, April 6, 2011

Time of interview: 0930h

Location of interview: New Scotland Yard, 8-10 Broadway, Westminster, London, England



4) London Metropolitan Police

- Chief Superintendent Peter Terry - OCU Commander, CO-11 Public Order and Operational Support Branch

Date of interview: Wednesday, April 6, 2011

Time of interview: 1000h

Location of interview: New Scotland Yard, 8-10 Broadway, Westminster, London, England

5) London Metropolitan Police

- Superintendent David Hartshorn - Chief of Staff, Public Order Branch

Date of interview: Wednesday, April 6, 2011

Time of interview: 1100h

Location of interview: New Scotland Yard, 8-10 Broadway, Westminster, London, England

6) London Metropolitan Police

- Graham Leedham-Emergency Preparedness
- Detective Sergeant Ian Tippet-Disaster Victim Identification-CO3
- Sergeant Martin Lumb-Central Operations-Tactical Advisor

Date of interview: Wednesday, April 6, 2011

Time of interview: 1400h

Location of interview: New Scotland Yard, 8-10 Broadway, Westminster, London, England



7) Visor Consultants

- Peter Power, Managing Director
Date of interview: Wednesday, April 6, 2011
Time of interview: 1400h
Location of interview: British Special Forces Club, London, England

8) London Metropolitan Police

- Chief Inspector Annemarie Cowley – Homicide and Serious Crime Command
- Detective Inspector Howard Way-Disaster Victim Identification (DVI) Co-ordinator, Homicide and Serious Crime Command
- Constable Philip Stone – DVI Co-ordinator, Homicide and Serious Crime Command
Date of interview: Thursday, April 7, 2011
Time of interview: 0830h
Location of interview: New Scotland Yard, 8-10 Broadway, Westminster, London, England

9) London Metropolitan Police

- Sergeant Andy Fittes – Limehouse Station, Emergency Planning Unit
Date of interview: Thursday, April 7, 2011
Time of interview: 0900h
Location of interview: 29 West India Dock Road, Limehouse, London, England

10) London Metropolitan Police – Special Operations Room, Incident Command Training

- Sergeant Martin Lumb – Tactical Advisor,
Date of interview: Thursday, April 7, 2011
Time of interview: 0800h
Location of interview: New Scotland Yard, 8-10 Broadway, Westminster, London, England

11) Canary Wharf Group plc

- Chris Jones – Intelligence Analyst
Date of interview: Thursday, April 7, 2011
Time of interview: 1200h
Location of interview: Level 10, One Canada Square, Canary Wharf, London, England



12) London Metropolitan Police

- Chief Superintendent Peter Terry - OCU Commander, CO-11
Public Order and Operational Support Branch
- Superintendent Brian Pearce – 2012 Operational Planning and Coordination Team
Date of interview: Thursday, April 7, 2011
Time of interview: 1330h
Location of interview: New Scotland Yard, 8-10 Broadway, Westminster, London, England

13) Solicitor Advocate

- Mark Scoggins – Solicitor Advocate, Fischer Scoggins Waters LLP
Date of interview: Thursday, April 7, 2011
Time of interview: 1400h
Location of interview: Hamilton House, One Temple Avenue London, England



14) NaCTSO – National Counter Terrorism Security Office

- Chris Phillips - Director
- Date of interview: Thursday, April 7, 2011
Time of interview: 1500h
Location of interview: London, England

15) London Fire Brigade

- James (Jim) Monks – Group Manager
- Date of interview: Friday, April 8, 2011
Time of interview: 1000h
Location of interview: 169 Union Street, London, England

16) Project Griffin

- Don Randall – Chairman PG; Head of Security – Bank of England
 - Detective Superintendent Christopher Greaney – City of London Police
 - Ian Mansfield – Counter Terrorism Section – City of London Police
- Date of interview: Friday, April 8, 2011
Time of interview: 1430h
Location of interview: Bank of England, Threadneedle Street, London, England

BIRMINGHAM, ENGLAND

1) West Midlands Police Casualty Bureau

- Lisa Lacey – Incident Information Centre Coordinator
 - Constable Tracey Pearson – Casualty Bureau Manager
- Date of interview: Monday, April 11, 2011
Time of interview: 0900h
Location of interview: West Midlands Police, Lloyd House, Colmore Circus, Birmingham, England



2) Tsunami Body Identification Team

- Derek Forest – Emergency Planning and Civil Contingencies Managing Director
- Date of interview: Monday, April 11, 2011
Time of interview: 1030h
Location of interview: West Midlands Police, Lloyd House, Colmore Circus, Birmingham, England

3) British Red Cross

- Steve Palmer – Emergency Response Manager
- Date of interview: Monday, April 11, 2011
Time of interview: 1230h
Location of interview: 5 St Philip's Place, Colmore Row, Birmingham, England

4) West Midlands Resilience Forum

- Nik Whyte – Resilience Team, Government Office West Midlands
- Date of interview: Monday, April 11, 2011
Time of interview: 1400h
Location of interview: 5 St Philip's Place, Colmore Row, Birmingham, England



GLASGOW, SCOTLAND

1) Strathclyde Police

- Detective Superintendent John Cuddihy – Operation Seagram

Date of interview: Tuesday, April 12, 2011

Time of interview: 0915h

Location of interview: 173 Pitt Street, Glasgow, Scotland

2) Strathclyde Police

- Chief Inspector Mike Leyton – Operation Zinnia

Date of interview: Tuesday, April 12, 2011

Time of interview: 1015h

Location of interview: 173 Pitt Street, Glasgow, Scotland

3) Strathclyde Police

- Mr. Stewart Borthwick – Strathclyde Emergency Coordination Group

Date of interview: Tuesday, April 12, 2011

Time of interview: 1115h

Location of interview: 173 Pitt Street, Glasgow, Scotland

4) Strathclyde Police

- Detective Sergeant John Malcolm – Counter Terrorism Police Operations Room

Date of interview: Tuesday, April 12, 2011

Time of interview: 1330h

Location of interview: 173 Pitt Street, Glasgow, Scotland

5) Strathclyde Police

- Superintendent Gordon Barr – Force Firearms Response

Date of interview: Tuesday, April 12, 2011

Time of interview: 1430h

Location of interview: Strathclyde Police Force Training & Recruitment Centre

6) Strathclyde Police

- Constable Paul Douglas – Counter Terrorism Options

Date of interview: Tuesday, April 12, 2011

Time of interview: 1400h

Location of interview: 173 Pitt Street, Glasgow, Scotland

7) Strathclyde Police

- Chief Superintendent Ian Callandar – CBRN – A Model Response

Date of interview: Wednesday, April 13, 2011

Time of interview: 0830h

Location of interview: Strathclyde Police Force Training & Recruitment Centre



8) Strathclyde Police

- Chief Inspector Douglas Stirling – Exercise Castle Rock 2010
- Sergeant Ally Robertson

Date of interview: Wednesday, April 13, 2011

Time of interview: 1015h

Location of interview: 173 Pitt Street, Glasgow, Scotland

9) Strathclyde Police

- Inspector John McMillan – Force Emergency Planning

Date of interview: Wednesday, April 13, 2011

Time of interview: 1130h

Location of interview: 173 Pitt Street, Glasgow, Scotland

10) Strathclyde Police

- Chief Inspector John McTear - Community Safety – Establishing, Understanding Relationships and Trust

Date of interview: Wednesday, April 13, 2011

Time of interview: 1215h

Location of interview: 173 Pitt Street, Glasgow, Scotland

11) Strathclyde Police

- Superintendent Malcolm MacCormack – Commonwealth Games 2014

Date of interview: Wednesday, April 13, 2011

Time of interview: 1415h

Location of interview: 173 Pitt Street, Glasgow, Scotland

12) Strathclyde Police

- Mrs. Fiona Macfarlane

Date of interview: Wednesday, April 13, 2011

Time of interview: 1530h

Location of interview: Scottish Terrorist Detention Centre, Glasgow, Scotland

BARCELONA, SPAIN

1) Guardia Urbana

- Laurent Pellois - Intergraph
- Artur Salinas Marin - Guardia Urbana
- Rafael Alvarez Ochoa - Servei de Prevencio, Extincio

Date of interview: Friday, April 15, 2011

Time of interview: 1000h

Location of interview: Lleida, 28, 08004 Barcelona, Spain

2) Cuerpo Nacional De Policia

- Inspector Rodrigo Mendoza Fornasari – Jefatura Superior Policia Cataluna-Organized Crime

Date of interview: Monday, April 18, 2011

Time of interview: 0900h

Location of interview: Via Layetena, 43-4, 08003 Barcelona, Spain



3) Comandancia De La Guardia Civil De Barcelona

- Rocio Alonso Dominguez – Teniente – Aeropuerto de Barcelona
- Jordi Verger Sans – Comandante, Aeropuerto de Barcelona

Date of interview: Monday, April 18, 2011

Time of interview: 1600h

Location of interview: 08820 el Prat de Llobregat, Barcelona, Spain

TEAM EUROPE INTERVIEW LOG

BRUSSELS - BELGIUM

1) Center for Research on the Epidemiology of Disaster (CRED)

- David HARGITT, CE-DAT Data Manager
- Regina BELOW, Database Manager

Date of interview: 2011-05-09

Time of interview: 1000h

Location of interview: CRED – 30.94 Clos Chapelle-aux- Champs 1200 Brussels – Belgium

2) Belgium Federal Police

- Didier SORGELOOS, Commissaire Divisionnaire, Direction of Administrative Police – Emergency Planification

Date of interview: 2011-05-09

Time of interview: 1400h

Location of interview: 8 rue Fritz Toussaint – 1050 Ixelles, Brussels – Belgium

3) Train Accident

- Jo DECUYPER, Commissaire Divisionnaire, Railway Police
- Sofie VAN MALDER, Commissaire, Railway Police

Date of interview: 2011-05-10

Time of interview: 0930h

Location of interview: 8 rue Fritz Toussaint – 1050 Ixelles, Brussels – Belgium

4) Gas pipeline explosion

- Eddy MAILLET, Commissaire Divisionnaire

Date of interview: 2011-05-10

Time of interview: 1130h

Location of interview: 8 rue Fritz Toussaint – 1050 Ixelles, Brussels – Belgium

5) Public Order

- Benoit KLESCZ, Commissaire

Date of interview: 2011-05-10

Time of interview: 1300h

Location of interview: 8 rue Fritz Toussaint – 1050 Ixelles, Brussels – Belgium



6) Belgium Red Cross

- Robert JAVAUX, Director of emergency department
- Yves VAN HASSEL, Chef de service of emergency department
- Francine DAL, Chef de service of psychosocial department

Date of interview: 2011-05-11

Time of interview: 1400h

Location of interview: 96 rue de Stalle, B-1180, Brussels – Belgium

DRESDEN – GERMANY

1) German Federal Police

- Gerth RIEMER, Director
- Henry SCHULZ, Director
- Klaus KÄFFERLEIN, Commissioner

Date of interview: 2011-05-13

Time of interview: 0930h

Location of interview: Neuländer Str.60 | 01129, Dresden - Germany

2) Dresden Police

- Dieter HANITSCH, President
- Horst KRETZSCHMAR, Director

Date of interview: 2011-05-13

Time of interview: 1245h

Location of interview: SchieBgasse 7 - 01067, Dresden - Germany

ROME- ITALY

1) Ministry of the Interior, Fire Department

- Stefano SMANIOTTO, Central director for emergencies and technical rescue
- Emilio OCCHIUZZI,

Date of interview: 2011-05-13

Time of interview: 1500h

Location of interview: Rome

2) Bloomberg Reporter

- Andrew DAVIS, reporter for Bloomberg News

Date of interview: 2011-05-18

Time of interview: 1010h

Location of interview: Rome

3) Freelance Reporter

- Eric LYMAN, independent reporter

Date of interview: 2011-05-20

Time of interview: 1100h

Location of interview: Rome



TEAM MEDITERRANEAN INTERVIEW LOG

ISRAEL

1) EL AL Israel Airlines

- Noam BITAN – Chief of Security
- Date of interview: 2011-03-22
Time of interview: 1030h
Location of interview: King City

2) EUPOL, COPPS Mission

- Insp. John COPELAND – Ottawa Regional Police Service
- Date of interview: 2011-05-02
Time of interview: 1400h
Location of interview: Tel Aviv



3) Israeli National Police, Emergency Planning

- Chief Superintendent Ehud PELED – Commander Emergency Planning
- Date of interview: 2011-05-03
Time of interview: 0815h
Location of interview: INP HQ, Jerusalem

4) Israeli National Police, Emergency Planning

- Chief Inspector Arie COHN – International Relations
- Date of interview: 2011-05-03
Time of interview: 0815h
Location of interview: INP HQ, Jerusalem

5) Israeli National Police, Emergency Operations

- Chief Superintendent Ilan SARDAL – Commander Emergency Operations
- Date of interview: 2011-05-03
Time of interview: 1030h
Location of interview: INP HQ, Jerusalem

6) Israeli National Police, Operations

- Brigadier General Shaika HOROWITZ – Deputy Head Operations
- Date of interview: 2011-05-03
Time of interview: 1145h
Location of interview: INP HQ, Jerusalem

7) Israeli National Police, Leadership Development Centre

- Dr. Raffi LEV – Director Leadership Development Centre
 - Chief Supt. Shalva Weinberg – Senior Leader Development
 - Superintendent Haim SHNEOR – Director of Research
- Date of interview: 2011-05-03
Time of interview: 1515h
Location of interview: INP HQ, Jerusalem





8) Magen David Adom (Red Star of David), EMS

- Chief Instructor Guy CASPI – Director - Exercise and Operational Training
- Date of interview: 2011-05-04
Time of interview: 0900h
Location of interview: Tel Aviv

9) Magen David Adom (Red Star of David), EMS

- Director Yonatan YAGODOVSKY – International Department Head
- Date of interview: 2011-05-04
Time of interview: 1030h
Location of interview: Tel Aviv

10) Magen David Adom (Red Star of David), EMS

- Lt. Daniel POLLACK – Operation Centre – Head Canadian Desk
- Date of interview: 2011-05-04
Time of interview: 1130h
Location of interview: Tel Aviv

11) Israeli National Fire Department

- Chief Shlomo SCHNEIDER – Operations Commander
- Date of interview: 2011-05-04
Time of interview: 1245h
Location of interview: Tel Aviv

12) Israeli National Fire Department

- Chief – Hazmat Commander
- Date of interview: 2011-05-04
Time of interview: 1245h
Location of interview: Tel Aviv

13) NEMA – National Emergency Management Authority

- Deputy Director Avi DAVID
- Date of interview: 2011-05-04
Time of interview: 1500h
Location of interview: Tel Aviv

14) NEMA – National Emergency Management Authority

- Kobi WIMISBERG – Director of Strategy and Cooperation
- Date of interview: 2011-05-04
Time of interview: 1500h
Location of interview: Tel Aviv

15) Regional Council – Hof Hacarmel

- Vice Mayor Modi BRACHA
- Date of interview: 2011-05-05
Time of interview: 1000h
Location of interview: Tel Aviv





16) Home Front Command

- Major Max Goldenberg

Date of interview: 2011-05-08

Time of interview: 0900h

Location of interview: National SAR and Civil Defence School, Tel Aviv

GREECE

1) Hellenic Fire Department – Department of Fire Extinction and Rescue

- Lt Colonel Dimosthenis RAGAVAS
- Lt Colonel Christos GOLFINOS
- Captain Katrina SFIRI
- Captain Antonios PANAGIOTAKIS

Date of interview: 2011-05-10

Time of interview: 0900h

Location of interview: National Fire HQ, Athens

2) Secretariat General of Communication – Crisis Management and Emergency Situations

- Vassileios KARAVASSILIS - Director
- Angelos AVGOUSTIDIS – Special Issues
- Katerine FASSOULI – Press and Communication Officer
- Marina LAKYNTHINAKI – International Public Relations
- Giannis ANDRIANOPOULOS - International Public Relations
- Eleni GREGORIOU - Press and Communication Officer

Date of interview: 2011-05-10

Time of interview: 1230h

Location of interview: Athens



3) Hellenic Police – Security Order Branch

- Colonel Pandelis KOUNELAKIS – Crisis Management
- Major Dimitrios VASSILIOU

Date of interview: 2011-05-11

Time of interview: 0930h

Location of interview: Athens

4) Hellenic Police – General Policing Division

- Lt Colonel Dimitrios ATHANASSOPOULOS
- Lt Alexandros SINGOS
- Lt. Dimitra El. KATEHAKI

Date of interview: 2011-05-11

Time of interview: 1100h

Location of interview: Athens





5) FRONTEX – Alien Division

- Colonel Alexandros SOUKOULIS
- Lt Dimitrios DALOUKAS

Date of interview: 2011-05-11

Time of interview: 1300h

Location of interview: Athens

6) General Secretariat for Civil Protection

- Colonel Panagiotis ANASTOPOULOS – Deputy Director
- Major Dimitrios VASSILIOU

Date of interview: 2011-05-12

Time of interview: 1000h

Location of interview: Athens

7) National centre of Emergency Care - EKAB

- Dr. Dimitrios PYRROS – Director Medical Services

Date of interview: 2011-05-12

Time of interview: 1200h

Location of interview: Athens

8) Hellenic Coast Guard

- Coast Guard Commander E. KALYVAS

Date of interview: 2011-05-13

Time of interview: 1000h

Location of interview: Athens

