But before we look forwards, a quick look back.....

NSS and SDSR together comprise the Govt’s strategic decisions about defence and security

These are the focus of the National Security Strategy (NSS)

<table>
<thead>
<tr>
<th>Strategic context</th>
<th>Ends</th>
<th>Ways</th>
<th>Means</th>
</tr>
</thead>
<tbody>
<tr>
<td>The contact within which we operate</td>
<td>What we are seeking to achieve</td>
<td>How we seek to achieve these ends</td>
<td>The resources we can devote to achieving them</td>
</tr>
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</table>

These are the focus of the Strategic Defence and Security Review (SDSR)

National Security Strategy: – our high level objectives

1. To ensure a secure & resilient United Kingdom - by protecting our people, economy, infrastructure, territory & way of life from all major risks that can affect us directly

2. To shape a stable world, by acting to reduce the likelihood of risks affecting the UK or British interests overseas, & applying our instruments of power & influence to shape the global environment

Tier 1 risks: the highest priorities

- International terrorism affecting the UK or its interests, including a chemical, biological, radiological or nuclear attack by terrorists
- A major accident or natural hazard which requires a national response, such as severe coastal flooding affecting three or more regions of the UK or an influenza pandemic
- Hostile attacks upon UK cyber space by other states & large scale cyber crime
- An international military crisis drawing in the UK, its allies as well as other states & non-state actors

The NSC considered these risks should be Tier 1 risks – the highest priorities for UK national security looking ahead, taking into account both likelihood & impact

National Risk Assessment: headlines

- UK risk profile unlikely to change: diverse, with no single risk dominating; complex & unpredictable, with links randomly & suddenly emerging between events.
- Risk profile affected by climate change; global instability, increasingly networked, interdependent, complex society – and the risk of cascade failures.
- National Risk Register
What this means for Government policy...

In the resilience sphere, HMG has highlighted the importance of “a new focus on our capacity to deal with emergencies”, in particular:

- a greater emphasis on the resilience of the country’s critical infrastructure, particularly adopting an ‘all hazards’ approach;
- involving individuals & communities in building their own safety & security;
- encouraging businesses to adopt & implement business continuity measures & standards;
- ensuring consistently good performance across responder organisations; and
- building generic emergency response capability, but with specific plans for the highest impact risks.

And never forget...

Need to maintain operational capacity – things won’t stop happening!

So what might you have seen over the past year?

- Continued delivery of the National Capabilities Programme
- CCA Enhancement Programme: consultation & publication of revised chapters of Emergency Preparedness: London legislative changes – one LRF, GLA becoming a Category 1 responder
- Community Resilience: launch of programme; publication of Strategic National Framework & Community Emergency Plan Toolkit
- Critical Infrastructure: Publication of Keeping the Country Running: Natural Hazards and Infrastructure
- Resilience Telecommunications: continuing work on rollout of NRE & HITS; feasibility study on cell broadcasting
- Creating a common language: Lexicon & Symbology projects
- Organisational changes: More later...
....and the landscape is still shifting....

- Reducing money: obtaining efficiencies whilst not compromising effectiveness
- Localism and the Big Society: devolution to the lowest possible level
- Openness and transparency: greater sharing of information with the public
- Structural changes, including:
  - Government Office closure (complete) – James Cruddas
  - Proposals for changes to Health orgs – Helen Shirley-Quirk
  - Maritime & Coastguard Agency proposals for some closures
  - Regional Development Agencies closing by March 2012
  - Proposals for single Police Force & Fire Service in Scotland

So what next? The year ahead....

- Olympics – we need to be 100% prepared & world-class during
- Supporting the organisational changes underway
- Continuing to get the basics right – robust risk assessment; building generic capabilities at all levels to meet most of the risks we face; providing clear doctrine & legislative frameworks for the responder community & ensuring the necessary training & exercising takes place
- Ensuring robust plans are in place for more significant risks – wide-scale flooding, high-end terrorist attack, plus for new & emerging risks: effusive volcanic eruption, solar weather

More immediately – Get Ready for Winter!

- Joint working with departments & agencies, private & voluntary sector organisations
- Purpose to join up messages to individuals & communities on getting ready for winter:
  - Raise awareness of winter risks & their consequences
  - Highlight very simple & straightforward advice & top tips for travelling, health & wellbeing & preparing your home
  - Provide access to a webpage on Directgov, which will contain relevant information & links.
- Voluntary sector partners fully engaged & supportive of the campaign. Particular thanks to WRVS, British Red Cross, St John Ambulance & Salvation Army for their involvement
- The Minister will say more on this later....

How the voluntary sector can support HMG activity?

- Support specific programmes:
  - eg. CCAEP / community resilience
- Review the national risk picture & translate this into your sector & organisational planning
- Get your own house in order: can you cope with the loss of:
  - staff, transport, electricity/gas, mains water & sewerage, telecoms, IT systems, key suppliers, etc?
- Support others to do likewise, especially at a community level.

Emerging Civil Protection Arrangements and Priorities
Background

- Scale & complexity: 64 days, 30 competition venues, 14k athletes & 9 million tickets
- Simultaneous events
- Security: Severe threat, Munich & Atlanta attacks, protected persons secured venues
- Increasing risk of Protests
- Crime levels – background & Olympic generated

Olympic Security Programme Architecture

- PROTECT
  - Incident Management
  - Consequence Management
  - Planning
  - Response
  - Global Olympic Information
- PREPARE
  - Research & Planning
  - Coordination
  - Support
  - Operational
  - Event Control
- IDENTIFY & DISRUPT
  - Target
  - Intelligence
  - Analysis
  - Counter-Legacy
  - Coordination
- ENGAGE
  - Communicate
  - Facilitate
  - Engage
- C3 PLAN & RESOURCE
  - Host Venues
  - Venue Operations
  - Security
  - Event Control
- C3
  - C&C from Special Operations Room (SOR) linked to NOCC (So & Sx located in SOR)
  - Partner Liaison in SOR for complete picture to inform & coordinate decisions
  - Emergency service FOPs at venues co-located with Event Control and Venue security
  - Venue resource dedicated when open to public, zonal when closed – LOCOG liaison in SOR for response
  - Internal links to Specialist Operations, Serious Crime Directorate, Territorial Policing and Transport
  - Link between Central Command Complex (CCC) and SOR
Operational Planning – Olympic Demand

- 3 layers: venue, functional and force wide impacts.
- 4 tier demand: Core functions, known events, Olympics, Cultural Olympiad
- Extend beyond 64 days: Ops start before July e.g. Torch, Intel, Search – Summer of demands e.g. Diamond Jubilee, World Pride etc (113 days?)
- All impact on long term resilience across summer

Draft MPS Strategy

NOSC: To deliver a safe and secure Games in keeping with the Olympic culture and spirit.

Police role
The Prevention and detection of crime
The Protection of life and property
The maintenance of the Queen’s Peace

Draft strategic Intentions
To work together with event organisers, participants and other agencies to deliver a safe and secure Games in keeping with the Olympic culture and spirit.
To provide an appropriate CT response and security advice commensurate to the threat level.
Prevent crime and provide a proportionate and reasonable response if crime is committed.
To maintain public order and provide a lawful and proportionate response to protest, balancing the needs and rights of protesters with those impacted by the protest.
To do all of this whilst minimising disruption to those living, working or visiting the area, including vehicle and pedestrian traffic.
Provide a coordinated response to incidents.
Olympic Footprint

Core Functions meet Olympics business
Agree venue and functional footprints
Potential for critical incidents to escalate beyond capability
BOCU resources in between normal and Bank Holiday levels

Engagement

International Liaison Team (ILU) links to all international partners (Govt, Business and sport teams)
• Bx Community deals with Local Community engagement (including business) through CTSET – community impact and tensions
• During games engagement
• Griffin & Argus deliver security advice to businesses
• Travel advice via TIL
• Strategic Briefing Cell (SBC) will collate multi-agency update on London twice per day and pass to NOCC and redistribute to contributing agencies

Impact

• 5 million extra visitors – only 500,000 have tickets each day
  = 4,500,000 extra tourists
• Parallel events – 150 events per day in peak period. Limited resources for the events encouraging smaller events with less security risk or impact
• Local Area Traffic Management plans around venues – Traffic Management Orders and Vehicle Permit Checks
• Transport operating at capacity for extended rush hour, consider
  – Travel patterns of staff, visitors, customers
  – Deliveries and servicing of premises
• TIL Travel Advice to Business is also launching fortnightly workshops for SMEs and multi-site organisations in August 2011
• For more information see www.London2012.com/traveladviceforbusiness
• Particular emphasis on freight impact on roads and managing times/access
Resilience and Emergencies Management: the new model
James Cruddas, Deputy Director, RED
Voluntary Sector Civil Protection Forum
25 October 2011

DCLG core purpose
Everything we do should help us fulfil our core purpose

Drive the transfer of power and funding away from Whitehall to people and communities: localism, decentralisation and the Big Society

Create – through our core policy responsibilities - the conditions which energise and empower individuals and communities to build successful neighbourhoods

Driving effective localism and creating the conditions for successful places

Successful places are also resilient places

DCLG’s Resilience and Emergencies Division’s role is to

Enable resilient localities

- Identifying the risks they face and establish priorities
- Building knowledge and experience with local resilience to achieve immediate and lasting outcomes
- Helping local authorities identify the risks they face and mitigate them

Assess preparedness to high impact or wide area emergencies

- Assessing the potential impact of different types of event
- Supporting the development of plans
- Providing a lead role in building resilience
- Developing local resilience formulations
- Enabling local resilience for a successful outcome

Discharge our lead government department responsibilities

- Identifying and mitigating the risks, threats and vulnerabilities within the department’s fields of responsibility
- Supporting the development of the department’s resilience
- Facilitating liaison between local (and regional) responders and regional government in preparing for and responding to disasters
- Facilitating liaison between local responders and the department

Produce government-wide high impact or wide area emergencies

- Identifying high impact or wide area events
- Coordinating the department’s response to high impact or wide area events
- Facilitating liaison between local responders and central government in preparing for high impact or wide area emergencies
- Facilitating liaison between local responders and central government in responding to high impact or wide area emergencies

Providing government support when emergencies do occur

- Operating 24/7 liaison services to local responders
- Operating 24/7 information services on the impacts of emergencies and their management

How we work

Local Resilience Forum
Resilience Adviser
Collaboration opportunities
Emergency
Lessons Learned
Post-event Inquiries
CONOPS
LGD List
Annual Review
departmental Risk Analysis
National Risk Assessment
How we work

7

Emergency

Lessons

Learned

Post-event

Inquiries

Responder

activating

Strategic

Coordinating

Group?

Deploy Resilience

Advisers as

Government

Liaison Officer

No

Establish

RED

Operations

Centre

Multiple

SCGs?

SITREP

forwarded to

CCS

for COBR if required

circulated to

OGDs as

necessary

Stand

down

sent to LGD for

response

How we work

8

Emergency

ends

Resilience

Advisers (GLO)

Government

Liaison Officer

GLO hands over to

LGD recovery

team

Responder

activating

Recovery

Coordination

Group

Monitor

/ advise

Discharge our lead

government

department

• sustaining a

capability to manage

for government the

response to and

recover from WA and

national emergencies

• taking responsibility

for post-event

inquiries and

identification of

lessons learned

How we are organised

9

James

Cruddas

Deputy

Director

Leeds Birmingham

Andrew Passey

Head of Resilience

Resilience Advisers (10)

Helen Braithwaite

Head of Resilience

Bristol

Andy Wilson

Head of Resilience

Rob Mason

Head of Resilience and Emergencies Management

London

Clare Wormald

Head of Implementation

Resilience Support (1)

Resilience Advisers (11)

Resilience Support (1)

Resilience Advisers (8)

Implementation Team (7)

Strengths of the new model

• We are one team/division – a consistent approach across England

• We facilitate multi-area collaboration – promoting learning from others

• Support to responders in an emergency is stronger and better co-ordinated

• Closer to Whitehall, still connected with localities...

• ... through Resilience Advisers we are gaining rich local knowledge

VCS role in Resilience and Emergencies

Preparation

Provide assistance implementation of evacuation plan

Respond

Rebuilding, relieving and restoring

infrastructure

The management of recovery is best determined have a community development perspective

Reducing risk of reoccurring threat, fostering self-sufficiency, building community resilience

Support of recovery when

community is recovering

A local responsible for

Recovery Coordinating Group and Community Recovery Committee sub groups

Recovery

Some examples of VCS engagement in resilience

Axon and Somerset

LRF’s VCS sub group

Bath and North Lincolnshire’s network of volunteers

Humbers 4x4 club

Bath and North Lincolnshire’s network of volunteers

Avon and Somerset LRF’s VCS sub-group

VCS role in supporting statutory services

11

Disaster Action

Local response coordination

Establish multi area coordination

At incident hub

SAMARITANS

Victim Support

Development of community

volunteering opportunities

Building resilience and community engagement
### What you’ve told us about challenges for VCS engagement in resilience

- Pressure on LA resources has led to potential reduction in support.
- In some areas, partners failure to fully engage with VCS in training and exercising.
- Delays with service providers re-imbursing costs to VCS partners from emergencies (e.g. last winter’s severe weather).
- The role of faith communities in resilience – more recognition?
- Willingness to support new and emerging policies (e.g. localism/community resilience) but need more clarity on aims and opportunities for the VCS.
- Communication and information flows – issues.
- Role and representation of VCS at multi-LRF level.

### What we’d still like to know

- VCS role and contribution to LRFs – is it consistent at strategic, tactical and operational levels? And across the country?
- How to secure champions within the LRF? Networking? Marketing?
- In an emergency, who would represent the VCS at all levels?
- Role in planning for high impact/wide area events.
- How are volunteers co-ordinated who turn up to help in an emergency?
- Who has this responsibility?
- How does the relationship with the Local Authority work?
- How is volunteer help in recovery co-ordinated?
Changes to the health system in England

Helen Shirley-Quirk,
Interim Director, Health Protection

25 October 2011

Headlines:
- Secretary of State for Health remains ultimately accountable for the NHS
- PCTs and SHAs to be abolished from 1 April 2013
- NHS care commissioned by Clinical Commissioning Groups (CCGs) from appropriate providers; increased role for voluntary sector and social enterprises
- Local authorities to have stronger role in shaping health services
- Directors of Public Health to be employed by Local Authorities
- NHS Commissioning Board to allocate resources, commission certain services and support CCGs
- Greater freedom for providers of hospital and other services
- Care Quality Commission to provide consistent regulation for all providers
- Monitor to promote efficiency, power to set prices and ensure competition works in patient interests
- NICE to continue to provide independent advice and guidance
- Creation of a new public health service: Public Health England
- Secretary of State to have a direct line of sight to the frontline
- The way responders to emergencies (ambulances, hospitals etc) carry out their work largely unchanged
- NHS CB responsible for ensuring a comprehensive NHS emergency preparedness and response system, and for leading mobilisation of NHS for an emergency
- PHE responsible for providing public health EPRR leadership and independent scientific & technical advice
- Directors of Public Health to ensure plans are in place to protect the health of the population and to respond to emergencies

Health sector emergency preparedness, resilience and response (i)

- NHS acute trusts, ambulance trusts and PHE to continue as Category 1 providers, NHS CB and CCGs likely to be Category 2 providers, subject to passage of the Bill
- Clearer obligations for all NHS-funded units to prepare for and respond to emergencies
- NHS CB and PHE to work together at all levels to ensure joint planning and response
- NHS CB sectors aligned to CLG resilience hubs
- Formalised arrangements for co-ordination at LRF level across the health sector, including other relevant organisations

Managing the transition

- Subject to legislation
- Essential to maintain resilience and preparedness
- Statutory duties remain as now until 1 April 2013
- ‘Clustering’ of PCTs and SHAs
- Formal transition programmes to create the new structures
- Detailed work on implementation of EPRR framework at all levels
Voluntary Sector Civil Protection Forum
Humanitarian Assistance in Emergencies
Mick Free QPM
CHAIR EPS HUMAN ASPECTS GROUP
25th OCTOBER 2011

Overview
- EPS Human Aspects Group
- Relevant Guidance
- Training
- Voluntary Sector Role

EPS Human Aspects Group

Membership
- Local Authorities, BRC, Health, mental health specialists, ACPO, NPIA, charities (Foundation for Peace), academic representation, independent consultants

Overall aim:
- To ensure that humanitarian assistance is a priority in the emergency planning, response, recovery and resilience arrangements within the UK.

Objectives:
1. To facilitate a co-ordinated approach to humanitarian assistance amongst the emergency response and resilience community
2. Ensure clarity in the role and responsibilities of those organisations with a position in the humanitarian response to an emergency

EPS HAG Objectives (continued)
3. Work with the Cabinet Office Emergency Planning College and other appropriate training organisations to develop and facilitate the most appropriate training related to the humanitarian aspects of an emergency
4. Support the development and publication (through EPS Share Point) of the most up-to-date relevant guidance on humanitarian assistance and community resilience, which considers the short, medium and longer term impact of emergencies on people.
5. To represent the Emergency Planning Society regarding good practice when responding to the human aspects of major emergencies.
6. To report to the Emergency Planning Society via the Professional Working Group, regarding human aspects

Guidance
- Emergency Response & Recovery
- Cabinet Office National Recovery Guidance
- DCMS/ACPO Humanitarian Assistance in Emergencies, Guidance on establishing Humanitarian Assistance Centres
- Humanitarian Assistance Strategic Guidance
- National Strategic Framework on Community Resilience
- Preparing for Emergencies – guide for communities

Training
- Cabinet Office Emergency Planning College
- Introduction to Humanitarian Assistance in Emergencies (Developing a capability)
- Planning for Emergency Assistance Centres
- Details on www.emergencyplanningcollege.com
Introduction to Humanitarian Assistance

**Aim**
- To provide a framework to build an effective humanitarian assistance capability

**Objectives**
- Provide a framework for assessing community resilience arrangements
- Be prepared to assess and mitigate the impact of emergencies on communities
- Be prepared to assess and mitigate the impact of emergencies on individuals
- Identify the key elements of partnership working in order to effectively prepare for and manage the humanitarian aspects of an emergency
- Identify the component parts of a framework to deliver a humanitarian assistance capability

Planning for Emergency Assistance Centres

**Aim**
- To enable delegates to prepare for and deliver humanitarian assistance through the provision of emergency assistance centres

**Objectives**
- Identify the needs of people affected by emergencies
- Identify the different types and planning requirements for emergency assistance centres
- Develop a framework for the effective management and co-ordination of resources deployed to assistance centres
- Identify the roles and responsibilities of organisations involved in the response
- Identify the operational considerations for assistance centres and assess their ongoing effectiveness
- Develop a framework to integrate assistance centres into a longer-term recovery plan

Voluntary Sector?

- Multi-agency integrated response
- What is your intended/anticipated role in an emergency
- Where appropriate which organisation will you represent in an emergency
- Active engagement as part of the LRF planning arrangements
- Community Resilience Programme
- Training & exercise opportunities – assisting to ‘professionalise’ the Voluntary Sector response
Many people had their homes, businesses and in some cases their lives devastated.

Response

- Response by emergency services undertaken
- Stand down and hand over to recovery
- Recovery structure planned and well defined
- Initial set up vindicates the plan
- Multiple needs and usually multiple offers of help
- Recovery Plan fits the needs but is there clarity about the resources to implement

Recovery

- CMBC had a recovery document with relevant working groups and had contributed to the National Guidance
- CMBC had a strong partnership ethos

Recovery structure

- Personal and Finance Support
- Recovery and Restoration Coordination Group (RRSG)
- Recovery Recovery and Reconsideration Committee
- Welfare
- Communications
- Economic Recovery
- Check up and Review

What are we trying to do?
Recovery & Resources

- Clear handover from Police to local authority
- Named individuals to lead various working groups from a number of partner organisations
- Voluntary sector to take a full role as partners
- Council response was Facilitative leadership
- Wide representation on all recovery Groups
- Co-ordination of the Voluntary Sector

Recovery

- Practically
  - The flood information point grew with participation from partner agencies and voluntary groups, notably Red Cross, CAB, Lions and Rotary, Statutory Partners Northumberland County Council, Care Trust, Children’s Services etc
  - Churches opened a welfare drop in centre
  - National Flood Forum gave advice and support to flood victims
  - Red Cross put in volunteers
  - Lions raised cash
  - Rotary opened furniture store
  - Citizens advice provided extra benefits advice

- This created a ‘buzz’
- Accepting recovery as huge challenge but not being overwhelmed as a community
- Welcoming and channelling efforts of the unaffected community
- Supporting those who need it

- It is really important to recognise that
  - The community recovers
  - The local authority can help and support (facilitative leadership)
  - Remove obstacles
  - Facilitate not legislate
  - Without the tremendous efforts of volunteers recovery will falter

Business Case

- Robust business case for involving as full partners the voluntary sector
- Council budgets are hard pressed
- Volunteers will work at unsocial hours and in total put in far more hours than any Council can hope to do
- Some will bring knowledge, expertise and experience gained from being national players over many years
- This can range from the practical (how to get insurance sorted) to legal, emotional and policy

- We must nurture and sustain volunteers
  - Remove obstacles
  - Facilitate not legislate
## Business Case

- Bellwin
- Obviously dependant on your threshold
- In two tier areas Districts should take advantage of scheme
- In our case we backfilled posts, bought in support – all eligible

## Partnership

Local Authority should not seek to be pre- eminent
- balance needs of partners
Voluntary and community sector is key to assisting the Community to recover
Nurturing and sustaining this effort is crucial

## Recovery

- Prompt
- Practical
- People centred
- Partnership
Public Weather Service Customer Group

- The PWSCG acts as the customer for free-at-point-of-use weather information and severe weather warnings for the UK, including the general public and resilience community.

- Provides an independent and impartial body to collectively act as intelligent customer, watchdog and guardian of the PWS.

What does the PWSCG do?

Set the Public Weather Service outputs
Challenge Performance

PWS Performance

- Nine out of ten think weather forecasts are useful (very or fairly)
- Between seven and eight out of ten think that weather forecasts are accurate (very or fairly)
- Most (83%) consider severe weather warnings to be very or fairly accurate and more (90%) think they are very or fairly useful.

Drive Improvements

PWS Performance

- 73% of emergency responder community are very satisfied with its services and 97% either satisfied or very satisfied.
- Satisfaction with the last weather warning received is high, with 62% of responders saying that they are very satisfied.
- Satisfaction with the service provided by PWS Advisors very high; 90% of those who have had contact with them are very satisfied.
Severe Weather Warnings

- Simplified language, to make it less technical
- The language and colours used in warnings will be consistent with the terms used by others (e.g. Environment Agency)
- New categories, ‘Alerts’ (issued more than 24 hours ahead) and ‘Warnings’ (issued less than 24 hours ahead)
- Warnings based on both the expected weather conditions and the potential impact(s) they may cause.

Driving Improvements:

Chief Forecaster’s Assessment

Hurricane Ida has become an intense mid-latitude depression and is moving towards the UK. The centre of the depression will pass over northern Scotland later on Monday, bringing the strongest winds to the north of Scotland and to parts of northern England early on Tuesday. Strong winds will also occur to the east of high ground from mid-Wales northwards with a risk of 70-80 mph gusts for parts of the Lake District and South West Scotland during Tuesday. There will be an additional hazard for western Scotland, with as much as 100 mm in places.

How to interpret them

The Risk Matrix
NSWWS – Decoding the colours

<table>
<thead>
<tr>
<th>No Severe Weather Expected</th>
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<tbody>
<tr>
<td>Keep up to date with latest forecast</td>
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<table>
<thead>
<tr>
<th>Be Aware</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remain alert and keep up to date with latest forecast</td>
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<table>
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<tr>
<th>Be Prepared</th>
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</thead>
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<tr>
<td>Remain vigilant, keep up to date with latest forecast and take precautions where possible</td>
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<table>
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<tr>
<th>Take Action</th>
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<tbody>
<tr>
<td>Remain extra vigilant, keep up to date with latest forecast. Follow orders and any advice given by authorities and be prepared for extraordinary measures</td>
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**Capture Requirements**

**Community Resilience**

- **Consultation Overall Aim:**
  - Capture requirements for weather forecast and warning information by community resilience groups in the UK
  - Pre, during and post event
  - Impacts
  - Communication channels

**Community Resilience Consultation**

- **Questionnaires for:**
  - Emergency Responders
    - [https://web.questback.com/metoffice/communityresilience/](https://web.questback.com/metoffice/communityresilience/)
  - Public
    - [https://web.questback.com/metoffice/communityresilience2/](https://web.questback.com/metoffice/communityresilience2/)

- **1:2:1 Interviews**
  - PWSCG
  - Prof. David Demeritt, Kings College London

**Community Resilience Consultation**

- **Contact me:**
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  - Tel: 07876 590674