



The Emergency Planning Society  
The Hawkhill  
Easingwold  
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YO61 3EG  
01347 821972

## TO WHOM IT MAY CONCERN

Research findings from Andrews and Duggan's 'Social Distancing and Reimagining City Life' project has been of enormous value to the Emergency Planning Society (EPS). Their work has led to several key changes that will be of significant benefit to the Society's membership, and to our understandings of what good emergency planning looks like. This positively impacts on how we might help support our members to develop their professional practice, which will have significant wider societal benefits.

Our members come from a mix of Public, Private, Commercial, academic and training providers and Third Sector organisations working at different levels along with students studying emergency management either full time or part time. We have between 1200 – 1300 members in total from across the UK and internationally. Our main purpose is to enhance the profession, support those working within the resilience field and provide a voice to influence change at strategic levels. We achieve this by:

- Providing the Professional Standards necessary to work effectively and ethically within emergency management and resilience including:
  - **A Competence Framework of Professional Practice for Resilience**
  - **Professional Code of Conduct** to guide professional behaviour and ethics.
  - **Learning Pathway** provides different routes into the profession based on level of experience, role length of time in the role and common foundations
  - **Continued Professional Development Scheme (CPD)**. Supporting our members 'professional development through provision of opportunities for learning and recording through our (CPD) thus encouraging learning and development to become conscious and proactive.
- Means to share best practise, knowledge, skills, expertise and experiences
- Mentoring
- Influencing policy and change.
- Collaborations & Consultation

Having read their research report ('Performance as City Pandemic Response: Innovations to Innovate'), we invited them to an informal conversation about the work. This led to their hosting an 'EPS Huddle', exploring innovative approaches to emergency planning through the lens of performance studies. As a result of these engagements, we invited them to run a series of workshops for our members, including a plenary workshop at the Emergency Services Show and international Security Exhibition.

Andrews and Duggan's research revealed a critical gap in the ways we address approaches to coping with workplaces stresses in emergency planning, particularly through and as we emerge from Covid-19. Our members were collectively experiencing a need for processes and practices of decompressing from work and means of taking breaks even during live events. This was particularly important for new members of the EPS. Responding to this newly identified need, we invited Andrews and Duggan to develop what they termed a 'toolkit of creative strategies for personal debriefing'. There are established procedures for debriefing after a particular incident, this is normally at an organisational or inter-agency level, not at individual or team level.





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These de-briefs would focus on the technical aspects of any response and would not consider the human element of any response or rather how an individual reacts to a crisis situation before during or after that crisis. This in turn resulted in lessons gathered during the de-brief process were identified but not learnt. To learn to do something differently whether process, procedure or action requires a change specifically to things like routine, behaviours, muscle memory and learned behaviours etc. The toolkit provides an enormously beneficial new approach to debriefing that centres on individuals and teams that opens the space for individuals to consider things from a different perspective, to use things like creative thinking as an approach to problem solving, that reduces fear of change and provides some tools that will support an individual with the emotional aspects of crisis and acceptance of the need for change (lessons learned) So important is this contribution that it has been integrated into our recently updated core competencies framework.

Indeed, Andrews and Duggan's research led us to recognise the need for wider, significant changes to our core competencies framework. The framework represents the fundamental principles, skills and expectations our members to demonstrate and abide by to work within the field and maintain the level of Member of the society. They are the foundations on which all EPS members base their professional practices.

The changes we made as a direct result of Andrews and Duggan's research, included:

- Embedding tools of performance practice and thinking (framed as 'creative practice') as fundamental to the work of emergency planners and to meeting the expectations of the core competencies.
- Placing creative practice at the centre of our core competencies framework, acknowledging these as fundamental skills and behavioural approaches for our members, rather than framing them as an implied generalised characteristic.
- A recommendation that all members engage with and embed the principles of 'A Toolkit of Creative Approaches to Personal Debriefing' - that we commissioned Andrews and Duggan to produce on our behalf, because of the impact their research had on our thinking.
- Solidifying our long-held sense that individual lived experiences are of fundamental importance to rounded professional practice. Andrews and Duggan's work on performance and resilience provided a vital way of addressing this, specifically by providing tools to engage with lived experience in professional contexts.

These changes represent important, beneficial improvements to the usefulness of the core competencies. They will have direct impact on the professional practice of our 1200+ members, as well as on future members (approx. 200 + per year). The previous version of the strategy was published in 2011 and we expect this version to be in place for at least 8 years with update reviews annually or in the event to significant changes to legislation etc. As a result, Andrews' and Duggan's research has had a swift impact on our work that contributes to the future of emergency planning in the UK and internationally.





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This will have an indirect impact on the safety, security, and resilience of organisations, places, and communities across the UK. While hard to definitively track this, our members are at the centre of emergency planning and resilience strategy and practice in all aspects of life in the UK. So, these changes constitute impact that will be of benefit to a considerable proportion of UK society.

Finally, the core competencies form a foundation for education programmes and CPD processes in emergency planning across the UK. The organisations which adopt the core competencies embed the principles and frameworks for learning in all aspects of their provision. Andrews and Duggan's research will be of benefit to emergency planners at all stages of their careers.

Building on our work with Andrews and Duggan, we look forward to future collaborations.

Yours sincerely

Jeannie Barr MEPS

Interim Chair

Director Professional Standards & Learning

Emergency Planning Society



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T: 01768 812500 E: [emergency.planning@cumbria.gov.uk](mailto:emergency.planning@cumbria.gov.uk)

Dr Stuart Andrews & Dr Patrick Duggan  
Performing City Resilience

By e-mail

22<sup>nd</sup> September 2022.

Dear Stuart & Patrick,

**RE: Social Distancing and Reimagining City Life: Performative strategies for response and recovery in and beyond lockdown' (AHRC/UKRI)**

As you are aware, Cumbria County Council is the Local Authority duty holder in respect of the Sellafield Off-Site Emergency Plan (OSEP) for both the Radiation (Emergency Preparedness and Public Information) Regulations 2019 (REPPPIR) and the Control of Major Accident Hazards (COMAH) Regulations 2015. Both pieces of legislation place clear responsibilities on Cumbria County Council (in partnership with Sellafield Ltd) on how members of the public are supplied with information before and in the event of an emergency at this expansive and complex site.

Consequently, we provide members of the public around the Sellafield site with a range of publications, web-based resources and other systems to 'Warn & Inform' of what to do if there was an emergency at the site, which holds approx. 99.8% of the UK's high level radioactive waste. Due to the nature of the site we therefore tend to take a mechanistic and somewhat procedural approach to such matters given they are driven by very specific legislative requirements and a challenging risk profile.

However, following a recommendation from colleagues/members of the Emergency Planning Society (EPS) we became aware of your publication *Performance as City Pandemic Response: Invitations to Innovate* and this acted as a catalyst to start thinking in new ways about the means by which we engage with the public. Importantly this led to several MS Teams meetings with yourselves and recently an Arts & Emergency Resilience Workshop in Penrith that included associates from Sellafield Ltd.

Your (keystone) publication and our ongoing conversations, have enabled members of our Unit to reflect on our existing practices of public engagement and both explore and develop new approaches and practices for the future. Of particular benefit, you have invited us to think in entirely new ways about the kinds of information we might need to share with the public, and ways we might improve both the form and content of our messages. Indicatively, you asked us at one point what it felt like for residents of Cumbria to be at home and holding our printed leaflet on nuclear safety (it is advised that this leaflet be retained in every home in the Detailed Emergency Planning Zone and Inner Emergency Planning Zone).

Your approach, focussed on individual experience, offers a new and significant way of rethinking our engagement with local communities, both now and for the long term.


This recent change in our vision has impacted not only on our Sellafield related work but has started to permeate into other areas of planning and plan writing, especially regarding public messaging. Research emerging from your ongoing engagement with the City of New Orleans Office of Homeland Security and Emergency Preparedness (NOHSEP) has directly informed the development of our soon to be updated CBRNe Plan (Chemical, Biological, Radiological, Nuclear and explosive) which is entering a pre-review period.

At this point, despite this being early in what we hope will be an ongoing conversation, it is fair to say that you and your research findings have acted as valuable 'change agents'. We are now investigating not just new processes and structures for example but also how these processes and structures can, in the next 12-18 months, augment the cultural paradigms that exist within our Unit.

Your knowledge and direct support will I trust continue, as although we have been making changes in the past months, I do feel there is more to be learnt from yourselves and your research as it is changing our perspective and perceptions regarding response/recovery matters and the need to innovate.

Thank you both for taking the time to actively engage with myself and colleagues and for allowing us to experience a new and different way of approaching a range of urgent resilience and safety challenges. We look forward keeping in conversation in the months ahead.

Yours sincerely

A handwritten signature in dark ink, appearing to read 'I Winchester', with a stylized flourish at the end.

Ian Winchester.  
Senior Emergency Planning Officer.  
Resilience, Cumbria Fire & Rescue Service.  
Cumbria County Council.



**North Tyneside Council**

**Regeneration & Economic Development**

Quadrant East  
Silverlink North  
Cobalt Business Park  
North Tyneside  
NE27 0BY

Date: 8.8.2022

Dr Patrick Duggan  
Head of Film, Media, Theatre and  
Performance  
Faculty of Arts, Design and Social  
Sciences,  
Sunderland Building  
Newcastle-upon-Tyne  
NE1 8ST

This matter is being dealt with by:  
Steve Bishop, Head of Culture  
**Direct Line: (0191) 643 1441**

Dear Patrick

**Impact of 'Social Distancing and Reimagining City Life: Performative strategies and practices for response and recovery in and beyond lockdown' (AHRC/UKRI 2020-2022)**

Further to our recent discussion regarding assessing the impact of your work with Dr Andrews on the shaping of our cultural strategy in North Tyneside. The research reports which you have produced, in particular *Performance as City Pandemic Response: Innovations to Innovate* (September 2021), and our subsequent conversations in this area, have helped shape our thinking around the approach to consultation and how we raise the profile of cultural activity in the Borough.

Your research demonstrated the need for us to extend our consultation process beyond the cultural sector and to see cultural activity as part of a wider process of development, across service areas. We look forward working with you and Dr Andrews on forthcoming workshops involving local cultural and voluntary organisations in the area that will take this work further.

Your work has triggered new conversations within the Authority about the positioning of culture as a service area but also how it should be embedded in our approach to priorities around the climate change, equalities, community engagement and place agendas. In addition, the involvement of a wider network of partners, engaged in areas of activity not traditionally associated with culture, emergency planning in particular, has initiated an exciting conversation around our approach to resilience and future planning. Again, we look forward to following this up with you over the coming months.

Findings from your project have helped us shape the emerging priorities within our cultural strategy, particularly with regard to the impact of the COVID 19 pandemic and the process of community recovery, the significance of public space, how it is used and how public confidence can be restored (all of which are addressed in your research). The insights you provide from locations often more challenging than ours has certainly helped re-align some of our thinking and will undoubtedly inform our policy discussions going forward.

While we are still in the process of shaping our final strategy, your work and our conversations have certainly provided the impetus to consider new directions. I hope that we will be in a position to report on these shortly and continue this dialogue as we move towards the conclusion of our consultation process and beyond.

Yours sincerely

A handwritten signature in black ink, reading "Steve Bishop". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Steve Bishop  
**Head of Culture**





# Northumberland

## County Council

To whom it may concern

**Your ref:**

**Our ref:** HH

**Enquiries to:** Helen Hinds

**Email:** helen.hinds@northumberland.gov.uk

**Tel direct:** 07517 553387

**Date:** 05 August 2022

Dear sir or madam

As a key partner in Andrews' and Duggan's 'Social Distancing and Reimagining City Life' project, it has been fascinating to be in conversation with them about the synergies between performance and emergency planning. When I first got involved in the project, I thought it would provide me with an opportunity to look at my work through a different lens and provide a challenge to how policy makers communicate with the public. While the project has done that, the impact of the project on my professional practice has in fact been more personal and profound. This can be divided into some broad headings.

### **Confirmation of existing practice**

Andrews' and Duggan's research has reaffirmed that good Resilience practice needs to be multi-disciplinary. Where this project has provided a productive challenge, is in reminding me that the 'usual suspects' don't have all the answers. This has allowed me to prioritise more freedom of thought when working on our current Community Resilience project. In particular, the research has underlined the importance of conversation as a generative tool for new thinking. This was part of my thinking when designing a recent workshop for seven parish councils in north Northumberland.

I have also been able to consciously apply practice that I have instinctively used in the past. The principal, highlighted through the project, of 'bringing the whole person' to the job has given me the space to think differently about how I develop my team and address an immediate staff vacancy.

### **Permission and the language to challenge**

The research has given me the confidence to challenge accepted ways to working, particularly when thinking about public communications; following this, I recently challenged colleagues to consider why we thought doing the same thing would result in a different outcome. This has led us to reconsider the issue and reassessing how it should be tackled. Good messaging isn't just about press statements or social media messaging.

**Helen Hinds, Business Resilience and Emergency Planning Lead,  
Civil Contingencies Team**

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Engaging with Andrews' and Duggan's work has enabled me to pause in my work and consider; is this right? Can I do it better? What is the human interaction in what I am doing – how can that be improved? One simple example of this is the consideration of how colleagues will interact and use a key emergency plan. If I want them to value and treasure it, and then use it productively, I should provide it in a form that gives it a new tangible value. Therefore, the physical form needs to change and be memorable, usable and engaging.

### **Existing performance in practice**

A key moment in the project was in discussing Andrews' and Duggan's argument that we think about resilience/emergency planning as a mode of performance, and the realisation that resilience professionals already use performance methodologies but couch it in different terms. Resilience planning is a 'magpie' profession, taking learning from different disciplines e.g. management practice, behavioural science, data analysis, presentation skills, report writing, briefing, human geography etc. We then apply these skills to training and exercising and the development of plans and response spaces. We pride ourselves on the ability to spot and link interactions across systems and partners; this research revealed the importance of performance as a missing element in this thinking.

There has always been something intangible about what we do, something that needs to enable the discussion of sometimes uncomfortable concepts, ideas, and solutions. We try to provide the right environments for this when we deliver training, run workshops, hold exercises, or stand up and give presentations. This project has introduced a new language that can bring a depth to things we currently understand as simply structural. The research has revealed a new way of looking at and practicing in our spaces, and we are reminded of the importance of the humanity of the practitioner. COVID damaged our intangible interactions, the findings of this research project offer a reminder of the importance of them, but also offer new means to rethink and rebuild them.

Andrews' and Duggan's findings reveal that performance methodologies provide what I think of as the interconnective tissue between what, on the surface, seem like disparate skills and activities. Performance can enable difficult conversations and engender a new approach to how we work. It reinforces the need for diverse voices and provides new methods to try something different, to challenge and to not be afraid to be creative.

My involvement in this project has provided me with the opportunity and space to reflect on my practice and make immediate changes to the way I work and how I think. If nothing else I have chosen to move away from the use of Excel spreadsheets for the management of how I and the team work!

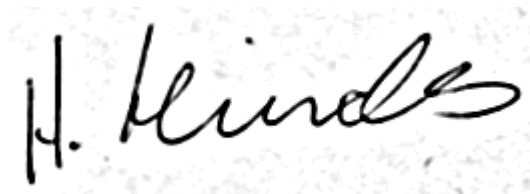
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I hope we are able to keep the conversation going and look forward to working on future projects.

Yours faithfully

A handwritten signature in black ink that reads "H. Hinds". The signature is written in a cursive, flowing style.

Helen Hinds  
Business Resilience and Emergency Planning Lead  
Northumberland County Council

**Helen Hinds, Business Resilience and Emergency Planning Lead,  
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**Subject:** Confirmation of Evidencing for Council Cultural Strategy  
**Date:** Wednesday, 3 August 2022 at 11:43:40 British Summer Time  
**From:** Chris Horton  
**To:** Patrick Duggan, Stuart Andrews (Staff)  
**CC:** Naomi Pomfret, Lucie Branczik - Publica, ellie@publica.co.uk  
**Attachments:** image002.png

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Dear Patrick and Stuart,

Newham Council procured and worked in conjunction with Publica Consultants on a strategy entitled *Building Newham's Creative Future (2022 - 2037)* which completed in Spring 2022.

I am reliably informed by the commissioned team that, in the process of developing our cultural strategy, *Building Newham's Creative Future (2022 - 2037)*, the lead consultants, Publica, were introduced to Andrews and Duggan's research project 'Social Distancing and Reimagining City Life', in particular to their research report *Performance as City Pandemic Response: Innovations to Innovate* (September 2021).

Publica have confirmed that the research proved insightful in expanding an approach to the cultural strategy, particularly in understanding the role of arts and cultural activity in pandemic recovery. This helped Publica, working with the Council, make a broader value-case for culture in the borough as intrinsically linked to health and economic vibrancy.

Moreover, I am informed that Andrews and Duggan's work helped Publica to evidence that there is value in 'working with cultural and arts organisations to creatively reimagine engagement with communities' (p.12) in, and emerging from the pandemic. Investment in culture can be a key pillar of Newham's Covid-19 recovery, recognising the potential value of the creative and cultural sectors to the local economy and the wider benefits that could be unlocked in terms of skills building, the growth of specialist local economies, health, wellbeing and happiness (p.100).

Publica have confirmed that Andrews and Duggan's research informed the underpinning thinking of the strategy. Publica have agreed that, particular, their research highlighted the need to recognise Covid-19 as an ongoing challenge as we implement the new strategy over the next 15 years, and that arts and culture will play a critically important, strategic role in addressing that challenge.

*Building Newham's Creative Future* will be the cornerstone of London Borough of Newham's approach to culture and the arts, informing a wider strategic vision for the borough working across

all departments and services but also working in strong partnership with residents and community-based groups.

We are assured by Publica that Andrews and Duggan's research has directly influenced the development of public policy that will have a substantial, material, and long-term impact on the cultural environment of the Borough, on the wellbeing of our c. 355,266 population (2020 MYE), and the ways we understand the importance and develop of future policy for culture, creativity, and the arts in Newham.

Kind regards,

Chris Horton | Area Programme Manager (Stratford and Leaway Programmes)

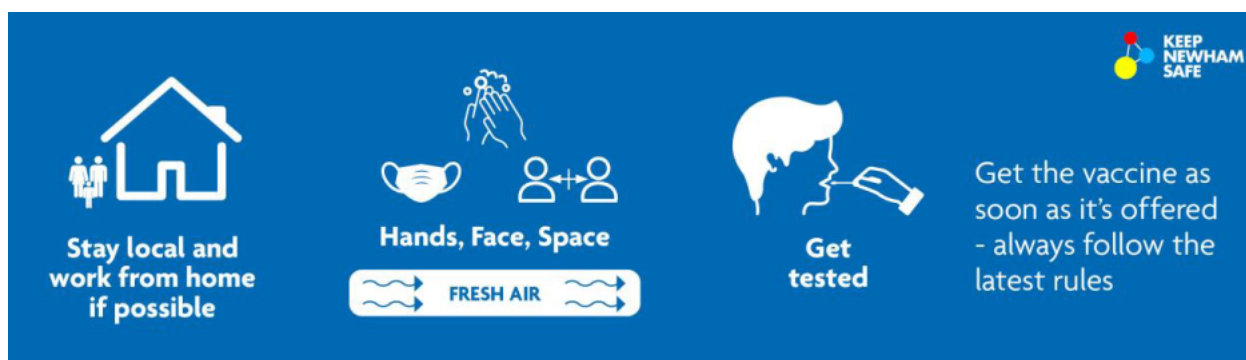
Community Wealth Building & Inclusive Economy

London Borough of Newham

Newham Dockside | 4th Floor, West Wing, 1000 Dockside Road | London | E16 2QU

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People at the Heart of Everything We Do



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**Reply to** Jim Gillman  
**Telephone** 0117 922 4313  
**E-mail** James.gillman@bristol.gov.uk  
**Date** 5 August 2022

## IMPACT STATEMENT ON BRISTOL CITY COUNCIL'S ENGAGEMENT WITH 'SOCIAL DISTANCING AND REIMAGINING CITY LIFE'

Working with Stuart Andrews and Patrick Duggan on the 'Social Distancing and Re-imagining City Life' project has been immensely rewarding and has informed the way in which we, in Bristol, have understood the role of the arts and performance in building the resilience of our communities generally, and managing the impact of Covid on our communities, in particular.

Andrews' and Duggan's research made us reflect on how we were communicating social distancing measures in Bristol; it offered us ways to think beyond the enforcement 'you must or...' perspective, into something much more nuanced and accessible, 'from and for' the community. Their research offered us means to harness, refer to and amplify spontaneous artistic responses to lockdowns and social isolation as part of the 'We Are Bristol' campaign to promote public safety through the pandemic. The sense of this has been captured in Duggan and Andrews' report 'Performance as a City Pandemic Response: Invitations to Innovate' under the 5 response challenges they identify: reaching communities, re-working city spaces for safe public access, key public health messaging, managing perceptions and alleviating isolation.

The research findings from Social Distancing and Re-imagining City Life, have provided the framework, language and evidence to understand why and how cultural activity and events already taking place in Bristol support the growth of resilient communities. This was something we instinctively knew existed and had been implicit in events such as Pride and the St Pauls Carnival, although often buried under wider headings such as 'community development'.

In being in on-going conversation through the project, the research has provided additional rationale for continuing to support these city events. Andrews' and Duggan's research has revealed methods for understanding and using the content of these events, their performance structures, and the understandings of place and community they reveal, to increase risk awareness and encourage resilient actions and behaviours. This allows us to make the case for these cultural events in terms of the resilience 'dividend' they can and do offer, and has been a theme in useful conversations we have had with the organisers of key city events. As a result, the research will have ongoing social and

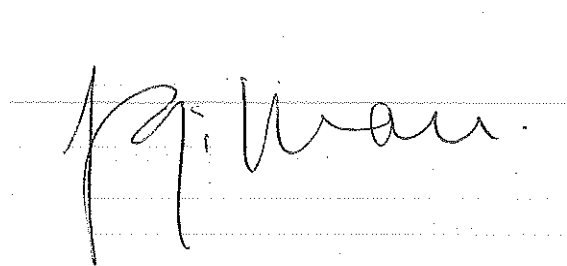


cultural benefits for Bristol and its c. 465,000 residents, as we continue to embed new ways of thinking about resilience in the city and the centrality of cultural practices to that.

Bristol City Council's Corporate Strategy identifies 'resilience' as one of its building blocks. As we move from a pandemic to cost of living crisis and we increasingly understand emergencies as wider than 'no notice, immediate impact events', to the culmination of chronic social, environmental, economic and health stresses affecting the population as a whole, the sense of this is obvious.

In that context, the research offers valuable new 'access routes' into communities to talk about risk and resilience. Routes that leave behind the 'dry', top down, traditional emergency planning approach and allow a more democratic conversation, driven by the communities and articulated in/through cultural, performative and artistic networks, organisations and the content of their outputs. Far more effective than a 'Community Resilience Plan'!

Having led local authority emergency planning in the culture-rich city of Bristol for over 10 years, conversations and collaboration with Duggan and Andrews has provided an opportunity to 'join the dots' and gain a better understanding of the relationship between culture and resilience and the leverage this understanding creates when we engage with our communities. As Duggan and Andrews argue, the strategic value of this is not nationally appreciated: it needs to be, and it certainly is now in Bristol. At a time when trust in traditional forms of news and information is low, this is an avenue that must be explored further.

A handwritten signature in black ink, appearing to read 'Jim Gillman', written over a set of horizontal dotted lines.

Jim Gillman  
City Operational Planning and Response Manager  
Bristol City Council

