



# **Annual Report of The Emergency Planning Society 2013-14**



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# **Directors Report**

## **The Emergency Planning Society**

### **2013-14**



# Directors' Report 2013/14

## 1. Introduction

The Board is pleased to present the Directors' Report of the Emergency Planning Society for 2013/14. The last 12 months have been busy ones for the Society as we dealt with a number of challenges over the year. We are indebted to the hard work and professionalism of a key number of individuals and members who give of their time and expertise on behalf of the Society. It is important to remember that these members are all volunteers and without this continued enthusiasm and support we would be unable to maintain and improve our Society.

## 2. Key Issues

At last year's AGM we set out six priorities for the year ahead. These were:

- To continue financial restructuring of the Society
- To rebuild membership numbers
- To develop our marketing strategy and raise the profile of the Society
- Review of PWGs
- Consideration of a move to Charitable Status
- Potential office accommodation move

In addition to the above we have also been working on:

- A possible merger with ICPEM
- Re-producing a hard copy version of Resilience

## 3. Financial Restructuring Of The Society

Over the last 12 months David Cloake, Finance Director, has worked alongside our Financial Advisor, Jon Pickles of Blu Arc, to restructure our finances. This has included the introduction of new cloud based technology and more robust management accounting practices. In addition to this there has been a review of a number of contracts and all overheads have been examined. As a result, the running costs of the Society have been greatly reduced and we have become a leaner organisation. It will be important that this focus is not lost in the coming year and the Board will continue to look for more cost efficient ways of working.



At the 2013 AGM the Board reported on the matter of previous Directors expenses and the Society's investigation in respect of compliance. The Chair wrote to those Board members concerned regarding items of expense, inviting them to respond with any helpful information - unfortunately no responses were received.

In line with the investigation strategy set at the commencement of the inquiry (in the case of no response and without further supportive evidence coming to light) the Board would conclude that little more could be undertaken or gained in respect of this matter. The Board agreed this at their April 2014 meeting.

A great deal of time effort and expense has been incurred to examine the issue of expenses and compliance with the Society's policies.

Since April 2013, robust, transparent and much improved controls have been put into place to ensure expenditure is closely monitored, together with a change in the culture of acceptable director expenses. Consequently the matter is closed and your Board are satisfied the risks of similar matters arising again are extremely low.

A more detailed report from the Finance Director is included with the AGM papers.



## 4. Rebuilding Membership Numbers

This continues to be a high priority for the Board. Over the last 12 months the number of members has reduced as the table below shows. However, it should also be noted that the continued data cleansing of the membership database will have impacted on these statistics.

### Membership Levels as at 29 Jul 2014

EPS Membership Breakdown										
2014 [2013]										
Branch	Associate	Member	Fellow	Retired	Honorary	Student	Other*	Total		
East Midlands	46 [57]	36 [35]	4 [4]	3 [3]	1 [1]	2 [6]	0 [10]	92 [116]		
Eastern	98 [154]	33 [40]	6 [7]	1 [1]	2 [2]	2 [2]	21 [6]	163 [212]		
Northern Ireland	27 [32]	20 [21]	4 [4]	2 [2]	0 [0]	0 [0]	16 [14]	69 [73]		
London	117 [149]	55 [67]	4 [4]	2 [3]	3 [3]	7 [7]	0 [36]	188 [269]		
North Western	68 [83]	33 [41]	6 [8]	1 [2]	0 [0]	0 [1]	0 [13]	109 [148]		
Northern	29 [33]	8 [9]	3 [3]	3 [3]	0 [0]	0 [0]	0 [16]	43 [64]		
Republic of Ireland	41 [42]	9 [12]	3 [3]	1 [1]	1 [1]	9 [8]	0 [10]	64 [77]		
Scottish	61 [80]	31 [40]	6 [5]	1 [2]	0 [0]	1 [7]	0 [9]	100 [143]		
South Eastern	59 [88]	38 [45]	3 [3]	2 [3]	1 [1]	5 [6]	1 [15]	109 [161]		
South Western	74 [101]	59 [73]	6 [5]	1 [1]	2 [2]	1 [6]	0 [23]	143 [211]		
Southern	68 [78]	32 [36]	5 [5]	6 [7]	0 [0]	4 [9]	0 [12]	115 [147]		
Welsh	48 [55]	20 [26]	3 [3]	2 [0]	0 [0]	5 [7]	0 [0]	78 [91]		
West Midlands	57 [71]	34 [33]	3 [4]	3 [3]	0 [0]	8 [35]	2 [17]	107 [163]		
Yorkshire & Humber	36 [58]	30 [35]	6 [8]	0 [0]	1 [1]	2 [3]	7 [10]	82 [115]		
International	14 [18]	4 [3]	1 [2]	1 [1]	1 [1]	3 [4]	0 [13]	24 [42]		
<b>Totals</b>	<b>843 [1099]</b>	<b>442 [516]</b>	<b>63 [68]</b>	<b>29 [33]</b>	<b>12 [12]</b>	<b>49 [101]</b>	<b>47 [204]</b>	<b>1485 [2033]</b>		

\* Others include Affiliate, Corporate and Free

[Annex A](#) includes graphs showing the breakdown of membership by Branch and by Type.

The Board realises that Emergency Planning has become incorporated into many different roles within organisations and as such the Society must investigate where the skills of the emergency planner are now being used. To help with this the Board is proposing to make more use of the Affiliate level membership for individuals who are interested in the work of the profession but may not be directly involved in it or are not working in it full time. We are also intending to reintroduce a new 'Corporate' membership level at the AGM.



## **5. Marketing Strategy And Raising The Profile Of The Society**

The Board have been very conscious that work still needs to be done to help raise the profile of the Society. As was reported earlier in the year a number of the Directors attended a Marketing master class in March where they spent the day considering a number of aspects around why the Society exists and what our role really is. Some of the outputs from the day are available on the resources section of the website. As a direct result of this work we have revised the Values of the Society and these are reflected in this year's Strategic Plan.

In addition to this, after a competitive tender process we appointed a professional company, Bob Wade Media Ltd, to work with us on our media and comms output.

This fresh approach to media and communications, utilising a team well versed in emergency planning, will allow the Society to pursue a more active role in communicating with members and other stakeholders, ensuring the EPS retains its position as the professional society for emergency planning. This will be reflected in a revised hard copy of Resilience Magazine, produced in partnership with Watership Associates, as well as firmly establishing the EPS with a social media platform.

## **6. Review of PWGs**

The role of our Professional Working Groups (PWGs) continues to be important to the Society. The Chairs of the eight existing PWGs met with colleagues from the Board at Head Office on 14 July. New draft Terms of Reference were discussed and a number of alterations were made. The final, approved version of the Terms of Reference will be posted on the EPS website before the 2014 Annual General Meeting.

All current PWGs were represented at the meeting on 14 July, and it was decided to hold a Business Planning Meeting in March 2015. It was also agreed that prior to the 2015 meeting a Forward Planning Template and a Code of Conduct would be produced.

The Environment and Health Groups were disbanded, and the PWG Director was tasked to form a new Health PWG and talk to two other Members who had recently proposed setting up two new PWGs covering other work areas.



## **7. Consideration For A Move To Charitable Status**

At the 2013 AGM, a proposal was put forward to investigate the possibility of the Society moving to charitable status. Since then, events have moved forward in relation to a possible merger with the ICPEM, which is already a registered charity. It therefore seemed logical to make this assessment in parallel with the progression of this proposal.

However, due to a range of factors beyond our control, these discussions have stalled and we are currently reviewing our position with respect to the merger. We will continue to assess the viability of the Society to move to charitable status over the coming 12 months and as promised, will propose this move to the membership if the Board are satisfied that it is in the Society's best interests. We remain a not-for-profit organisation with any surpluses remaining within the Society.

## **8. Merger With ICPEM**

The Board announced in December that we were exploring the possibility of a merger with ICPEM. The announcement prompted discussion amongst members in both organisations, with the overarching conclusion being that this would be a positive step for the profession. The suggestion was taken to ICPEM's AGM in April where the principal was accepted by its members. There have been a number of meetings between colleagues from the EPS Board and ICPEM's executive, however due to changes in personal circumstance for one or two individuals progress has been slower than was originally hoped. Work will continue to see if this can be progressed. In the meantime these discussions will not distract the Emergency Planning Society from moving forward.

## **9. Office Accommodation Move**

One of the biggest tasks for the Society this year was the move of head office from Cardiff to York. The office in Cardiff was packed up and boxes were moved to York in March with the Office opening again in April. After a number of teething problems with BT and the phone lines we are pleased to report that we now seem to be settled at the Emergency Planning College.





## 10. Staff Changes

Unfortunately when the office moved from Cardiff to York the existing staff decided not to come with us to York. At the time of moving both Sam Mendez and Laura Mansfield had found new jobs and Joanne Brace was on maternity leaving following the birth of her daughter.

As part of the office move we recruited an Accounts and Membership Officer. Barbi Carby joined us in April but decided the role wasn't right for her and she left in May.

Sue Bagge joined us as the Accounts and Membership Officer in mid-May and we are pleased to confirm that she has accepted a permanent position with the Society.

Nicola Leeson, Turama Ltd, has been working with the Board since February helping us with some projects and providing cover while we moved and recruited permanent staff. Nicola has also been working with Selesti as a voluntary member of the Eastern Branch and webteam to review our website to make sure it works technically and delivers for our members.

## 11. Branches

During the Marketing master class in March the Directors were again reminded of the importance of our Branch network. The Branches provide the members with an opportunity to get involved with a national organisation at a local level. The work of the Branches is critical to the success of the Society and the Board have been very impressed with the quality of the events that some Branches have delivered over the last year. However, feedback from Branch Executives has been consistent about the difficulty in getting grass-root members involved in Branch activity. Therefore, one of the priorities for the Board in the coming year will be reviewing the Branch network and looking at ways in which grass-root members can be encouraged to get involved.

There have been a number of changes to Branch Chairs over the year and the Board would like to thank the following Chairs for the hard work and support to the Society as they step down and welcome new Chairs:

- Northern Ireland – Gerry Killen retired, replaced by Alan Chowney.
- Republic of Ireland – David Garrett, replaced by John Brophy.
- Scottish – Dougie Potter, replaced by Jacqui Semple.
- Yorkshire and Humber – Paul Brown stood down, replaced by Peter Bentley
- Northern – Kate Cochrane stood down
- London – Garry Phillips stood down



## 12 Board Changes

Sandra Walker, Membership Director, took a leave of absence from the Board for six months in January. Mike Parker kindly agreed to lead on the membership work working to Nick Reeves, Vice Chair. Unfortunately due to pressures of work, Sandra will be standing down at the AGM. We would like to thank Sandra for all her hard work and commitment to the Society while she has been on the Board. Sandra has been a strong advocate of the Society for many years and we would like to wish her well in the future.

Due to family illness Bill Whitlock, Director Branches stood down as a Director in May. Bill joined the Board at a difficult time for the Society and remained committed to the aim of the organisation throughout his time on the Board. We wish him and his family well for the future.

Chris Spry, Website Director will also be standing down at the AGM. Chris is one of our longest serving members of the Board having joined in 2011. As the Director of Branches he helped to deliver the Time for Change Review which was instrumental in assisting a change of direction for the Society. Chris stayed on as a Director while the Society went through possibly the hardest period in its history and helped to deliver the changes we see in the Society today. We wish him all the very best in his semi-retirement!

After some discussion it was agreed at the Board meeting in February 2014 that a Vice-Chair should be appointed. It was felt that this role would be helpful to support the work of the Chair and other Directors at a time when the Society was undertaking difficult challenges and facing unprecedented pressures of change management. The role would also provide some additional resilience in the event of the Chair being unavailable. The Board appointed Nick Reeves to the role of Vice-Chair.

## 13. Society Development Committee (SDC)

The establishment of the above group is a fresh approach for the Society and one designed to ensure ongoing relevance and currency in addition to allowing members to contribute to the direction of the EPS. The SDC has a "think tank" role, is open to any member to contribute to through regular meetings or teleconferences and has an aim of looking progressively forward at what the EPS could or should be doing.

All meetings are minuted and reported to Board ensuring that there is an additional facility for member contribution to Board, other than NOC and PWG. It is hoped that the SDC will thrive and allow members to think outside of the box in terms of the ever developing role of the EPS. Members who are interested in taking part can do so by contacting Head Office at [info@the-eps.org](mailto:info@the-eps.org).



## 14. Website

The website has been undergoing a transformation in the background taking into account various comments raised throughout the year. As the organisation was in a state of flux with the office move and staffing changes it was felt that it was inappropriate to re-tender for the service. Therefore, at the start of the year a lower rate for retained hours was renegotiated with our web provider. It is however the web-team's intention to request that the service be put to tender during November 2014 with the web provider being appointed in December 2014 to start work in the New Year.

This being said, our current web provider has worked closely with the web-team and new Home page styles and updated functionality will be launched over the coming weeks. The changes include:-

- A sleeker design with all homepage information "above the fold" so the user does not miss information at the bottom of the screen.
- Logged in users will be taken to their allocated Branch Homepage allowing them to view information directly effecting their area – the national homepage will be re-available by clicking the Home button. This does mean that Branches MUST update their information – when an event is booked specifically for one Branch it will be populated on the Branch Homepage utilising widgets. Resources and News similarly.
- Knowledge Hub – this replaces the Resources element of the site and in effect provides a personal library for each member's use. Individual members can still upload their own resources but the categories will be more restricted to enable filters to come back with the most relevant results. The hub will allow members to identify and create an individual Reading List so they can read it at their convenience.
- CPD functionality is under a full review and will be updated to reflect the decisions of the group – we are currently working on a flowchart of information that will inform the site experience. CPD falls under the portfolio of Membership & Development.
- The use of 'hover and click' to provide a smoother user navigation experience and greater detail for analytical reporting to enhance marketing strategies.
- New Feedback Modal Form being implemented to encourage praise/ideas/suggestions and comments

It is worth noting that a large percentage of previous issues raised have been due to user error and has affected the ability of the web team to utilise retained hours for web-site improvement. To help prevent this issues raised will be initially addressed by Head Office and the web-team to ensure the process is managed and additional training needs identified.

In addition the team implemented a web based training programme to updated Branch Executives and to date 7 of the 14 Branches have been trained. A project plan is maintained and user communication is encouraged – all ideas and suggestions are reviewed against the strategic objectives of the Society and the impact each has on the current functionality of the site prior to any change instructions being issued to our web provider. Version control is maintained to create an effective site and to ensure that we continue to reflect the Society's objectives.



## 15. 2014 AGM

Wednesday, September 24, NEC, Birmingham

### Priorities for 2014/15

- The continued monitoring of all operational costs within the Society
- Review of Branches
- Links to Educational establishments
- Events for members
- Potential merger with other organisation

## 16. Outlook

The last 12 months have again been challenging for the Society and with the continuing national austerity measures this situation is unlikely to change in the short term. However, with the changes that we have already made to the back office functions of the Society have turned us into a much leaner organisation. The Board will continue to strive to keep operational costs to a minimum. We expect the next 12 months to be as busy as the previous ones and we will be focusing on the benefits the Society provides for its members. It will be important the members support the organisation and continue to let us know what you want from your Society.

### Board of Directors:

Helen Hinds (Chair)

Nick Reeves (Vice Chair)

David Cloake (Finance Director)

Simon Creed (Director with Portfolio (Events))

Chris Spry (Director with Portfolio (Web))

Andy Smith (Director with Portfolio (Marketing))

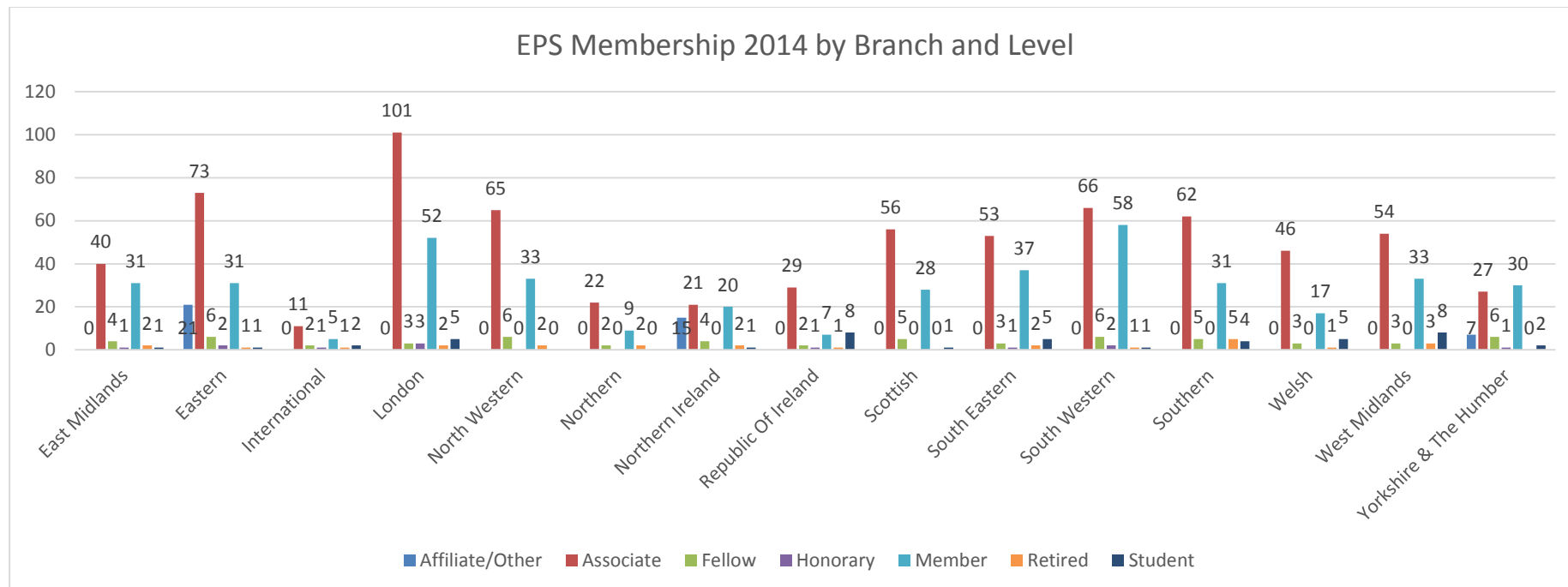
Peter Streets (Director with Portfolio (PWGs))

Sandra Walker (Director with Portfolio (Membership & Development))



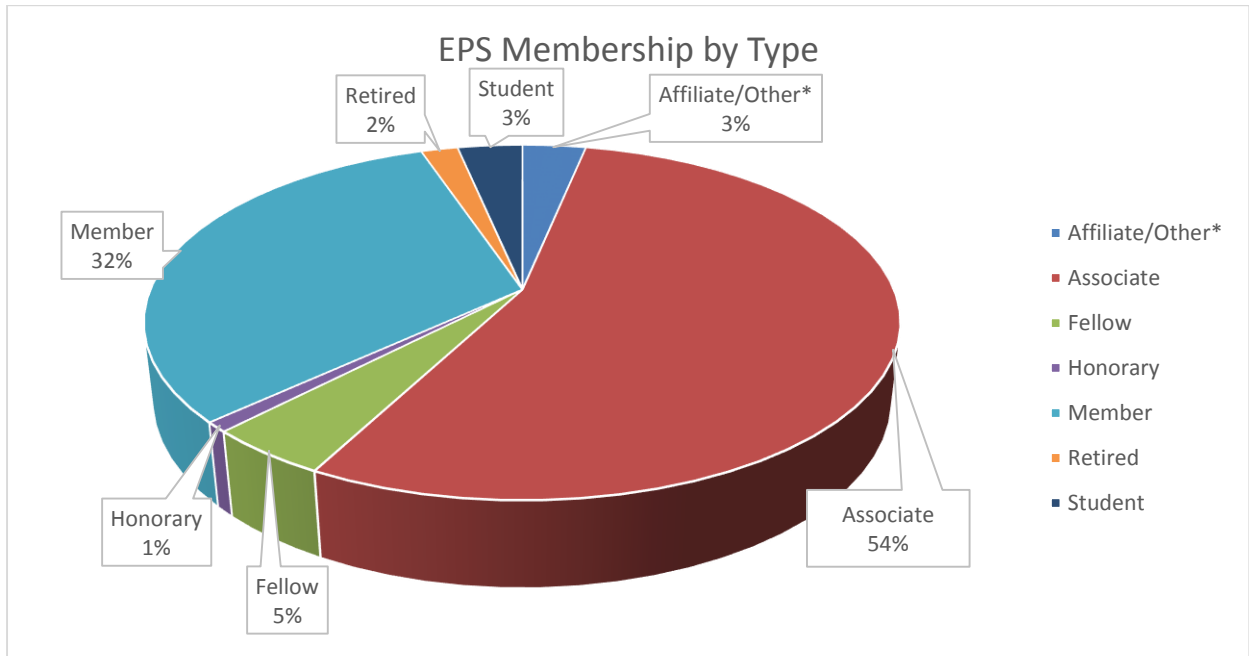
## Annex A

The charts below identify the current EPS Membership by Branch and Level and as such shows the differing degrees of interaction for membership upgrades within each branch. The Membership and Development Committee have identified the need for further support to Branches through the NOC to provide Membership Upgrade support but also need each Branch to support their members through the process by identifying potential mentors.





The pie chart shows accumulative detail for Membership Levels as a whole and the data has been used to assist strategic decision making.





# **Strategic Plan**

## **The Emergency Planning Society**

### **2014-19**



# 1. Introduction

The Emergency Planning Society was created in 1993 through the merger of the Emergency Planning Association and the County Emergency Planning Officers' Society. The origins of these bodies lay in the wartime civil defence organisations set up to protect the civil population during the Second World War, particularly in the areas of air raid warning and air raid protection.

The post-war period brought the Cold War and fears of nuclear destruction; these wartime organisations therefore developed to prepare and protect the civil population from such an eventuality.

The major change in East-West relationships introduced another element to emergency planning and resilience; the nature of the profession changed with the introduction of Peacetime or All Hazards Planning. The reduction in the nuclear threat, together with a greater focus on safety and a realisation of the potential for major disasters, helped to broaden the Society from its public sector origins into the wider arenas encompassing the private and voluntary sector. Membership of the Society is now open to any person who is involved in the profession and is willing and able to contribute to the aims of the Society. In recent years we have seen a growth in academic members - students, teachers and researchers.

Since 1993 the Emergency Planning Society has been a driving force in the world of resilience. Through regular consultation with the Government we provide a voice for our members to influence change at the highest level. This was brought to the fore in the early 2000s when the national review of emergency planning resulted in the first piece of new UK legislation for more than 50 years - the Civil Contingencies Act.

The Society became a company limited by guarantee in December 2003. At that time one of the stated objectives of the organisation was "to promote effective emergency planning and management to promote the professional interests of its members". While the emergency planning and resilience profession has seen a number of changes and challenges over the past 10 years, including the introduction of new legislation, the mission of the Society has remained consistent. We are committed to furthering the professional interests of our members and providing a forum for studying and disseminating good practice within the field.

The Society was involved in working with Skills for Justice and the Cabinet Office in the development of the National Occupational Standards for Civil Contingencies. This then led to the development of our own Continuous Professional Development scheme. The scheme allows you to track and plan your personal professional development over a three-year cycle and can be a major benefit when demonstrating your competence to practice to employers. It also allows you to move through the membership levels in the Society.





The purpose of this document is to bring together, in once place, a number of strategic documents that have been agreed. These documents provide a touch stone for the future direction of the Society over the next five years. They are supported by a delivery programme, which members can access, and the Board can be held accountable for.

At this time of financial difficulty and unprecedented change in the public sector, the Society cannot rest on its laurels; we need to change to remain relevant to our members and to keep our position as the voice of the profession. While it is reassuring that our overarching mission is still relevant today, the current Board is committed to bringing the Society up-to-date with its structure and governance. However, we can't do this by ourselves; we need you, the member, to get involved with your Society so we can all fulfil its mission and aims and keep the profession evolving.

Thank you for your continuing support. It is your voice, your Society

Helen Hinds

Chair

Emergency Planning Society



## 2 Vision, Mission and Values

### Vision

To be the leading voice in promoting effective emergency planning, resilience and the professional interests of its members. Putting the needs of people affected by crisis at the heart of what we do.

### Mission

- To provide a forum for the study of the most effective means of planning and managing emergency preparation, response and resilience. Disseminate good practice and standards of emergency planning.
- To represent the views of its members in all issues related to emergency planning and resilience.
- To influence policy related to emergency planning.
- To encourage the professional development of its members and to maintain high standards of professional practice.
- To provide the opportunity and means to share knowledge, skills, expertise and experiences across the profession.

### Values

Our values will underpin everything the Society does:

- **Quality** – We believe that by continuously striving to deliver the highest quality service to our members we will ensure our Society is always the most relevant in the field
- **Respect** – We are an organisation of volunteers who represent our profession. Because we rely on one another to deliver, we believe in treating all in a fair, proper and respectful manner
- **Accountability** – We recognise that our efforts on behalf of our members are funded by them so we always endeavour to be accountable for the time and resource we invest on their behalf
- **Integrity** – Above all we believe it is critical that we act with integrity in all we do

These values form the basis on which our organisation operates. We want every decision we make, every interaction we have and every e-mail we write to embody our values.

Each of our actions demonstrates our character and beliefs as an organisation. It is important that each member of our Society acts in a way that is consistent with our values, and in a way that models the principles that we believe in.



### **3. Corporate and Business Administration Strategy**

#### **Overview**

The Society must continue to develop and refine its administrative and business management functions to ensure that they are discharged appropriately for both the Society and The EPS Training & Events company. In April 2014, the Society moved its head office function from the ITV Wales building at Culverhouse Cross in Cardiff to its current home of the Emergency Planning College in Easingwold, York.

The move provided the Society with an opportunity to review its business functions, and to put into place a range of improvements that have simplified core administrative processes and have reduced cost. However, the move and the identification of process refinement opportunities have also revealed additional areas of required development and change, particularly in the area of simplified membership management. The changes being undertaken will be essential in ensuring that the Society continues to enjoy a robust platform of simple, cost effective and resilient operation as a core foundation in its development and service to the membership.

#### **Critical issues**

The Society must continue to support and deliver a range of critical functions and capabilities to ensure that the Society meets its legal and business requirements. Additionally, these must be affordable and appropriate for the Society and its development. These are identified as critical issues and can be summarised as follows:

- Robust business systems to support membership, finance and administrative requirements;
- Membership services and support;
- Marketing and promotion;
- Support services to the Society's governance and performance;
- Associated facilities, equipment and ICT to support the above.

When factoring in critical issues such as cost, capability and capacity, a range of delivery options and opportunities will continue to be considered:

- In-house delivery;
- Contracting;
- Partnering;
- Merging;
- Sharing functions;
- Joint working.

The following sections detail the approach the society will investigate, adopt and monitor to underpin the delivery of its critical requirements



## Objective Setting & Review

The Board will continue to review strategic objectives and the review process detailed in this plan, channelling all activities through the relevant nominated Director. In turn, this Director will task the responsible officers, through the management chain, with specific objectives and performance targets relating to:

- Administration, finance and business management;
- Marketing and communication activities;
- Membership benefit opportunities and activities;
- Membership income and management;
- Branch and PWG support.

## Head Office Provision

The Society will remain at the Emergency Planning College for the foreseeable future. We have established a fixed term contract with Serco (operators of the Emergency Planning College) which provides a suitable schedule of services and costs for this provision. The contract will be managed and monitored by the responsible Director at a strategic level, with the Accounts and Membership Officer acting as the operational contact and the responsible officer for day-to-day contract management of issues. Clear service levels, remuneration arrangements, termination clauses and a disputes procedure are included in the contract, with the following benefits identified accordingly:

- **Cost and provision:** Serco, who operate the college, continue to offer the Society an extremely competitive rate for a sustainable accommodation option to host the Society. The provision includes suitable office space for administrative and meeting purposes, general facilities, some ICT provision, inclusive service charges and use of other college services and facilities, such as the restaurant and accommodation. This option also provides an opportunity for the Society to negotiate preferential rates with regards to future seminar and course provision.
- **Independence:** Since moving to the college in April 2014, we continue to enjoy complete independence as a Society. Indeed, our accommodation enables the Society to essentially “have its own front door”, through use of a specific annex.
- **Promotion and member contact:** We have been offered the opportunity for a permanent stand at the college to promote the Society and its work. Additionally, we intend to staff this stand during course break times to facilitate personal liaison and enquiry handling. The location provides an opportunity for members to visit the Society’s offices when on a course at the college. This in turn provides a greater opportunity to encourage membership sign-up through personal contact, thus assisting in revenue generation and funding streams.
- **Partnering and liaison:** By collocating at the EPC, the Society is at the home of the doctrine for the profession, and we have easier access to key partners who work with the EPC and the Civil Contingencies secretariat.
- **Resilience:** By utilising EPC facilities and support, a degree of resilience can be built into this arrangement to support critical accommodation and support.



## 4. Budget Setting and Monitoring

The budget for the Society will be provided for through income streams generated by the Society, primarily membership subscriptions and other income generation streams. Specific budget lines and amounts will be generated to apportion spend and monitored accordingly. Directors will provide details of financial support they require to deliver their portfolios and budget lines or project costs identified accordingly. This will include head office overheads and revenue costs.

### Efficiency Savings

All business and administrative processes will be continually monitored so that relevant efficiency savings can be made. The following areas will be specifically examined, however, these areas are not exclusive:

- Overheads
- Revenue related expenditure
- All types of expenses, in particular, travel and subsistence
- Consumables
- Paper communication and postage

Additionally, business processes will be harmonised to maximise efficiency and reduce costs in the following areas:

- Membership renewal management
- Membership communications
- Use of suitable, cost effective ICT systems
- Manpower and other resource deployment
- Use of telephone and web conferencing
- Contract placing and management

This will be overseen by the Finance Director, working closely with the nominated Director for head office functions and staff, or other relevant directors.



## Human Resources (staffing)

The following human resources have been identified to support the delivery of the Society's business and administration requirements. A director will be the nominated to act as the head office lead, which currently sits with the Finance Director.



As the Society continues to establish itself in its new location and starts to take full advantage of the benefits the move brings, due consideration will be given to an expansion of the roles to meet growing demands of Society administration, promotion and governance. Any expansion will be considered by the Board at an appropriate time, accounting for need, business performance and cost.

## Outsourcing

During 2013 and 2014, the Board made key strategic decisions to outsource certain specialised activities, enabling the Society to benefit from targeted, specialised services upon demand rather than to underwrite these capabilities as a fulltime capability. These services are as follows:

- Specialised accountancy and business support: This is currently provided by Blue Arc, who have supported the Society during its recent transition and move. The Board will continue to seek this support with a view to it being further reduced as new, more efficient processes come online, along with greater responsibility for frontline accounting delivery moves to the membership and accounts officer.
- Media and comms support: This is being provided by Bob Wade Media Ltd, who will provide greater depth and experience in the delivery of this function.

It is envisaged that outsourcing will continue to be assessed as a viable option for critical function delivery, particularly if the requirement has a technical or specialist requirement.



## **ICT, Business and Membership Support Resources**

The Board will facilitate the placing of contacts and other measures to ensure that the Society has access to sufficient, cost effective resources to enable its smooth running. Whilst the arrangement with Serco at our head office will provide a range of suitable resources, due consideration will be given to the provision of ICT equipment and consumables, support contracts, finance and membership management systems, website, webinar and other membership services, general consumables and other business related items.

Specific measures have been put in place to ensure that critical ICT systems are Cloud-based, enabling a flexible and resilient way for data to be accessed and protected.

## **Risk Management**

A corporate risk register will be produced and maintained by the Board that will capture the broad spectrum of risks associated with Society operation. It will detail:

- Risk type;
- Risk description;
- Pre-treatment scoring (likelihood v impact based)
- Risk treatment measures
- Post treatment scoring.

It will be reviewed a minimum of twice per year by the Board.

## **Business Continuity**

As part of our resourcing plan, a suitable business continuity plan will be formulated that ensures retention and restoration of critical functions and the protection of their key interdependencies. The relevant PWG will be invited to support this process. Single points of failure will be examined and reduced where possible. Strategies for alternative provisions, and the use of Cloud based technology, will also be utilised.



## 5. Financial Plan 2015

A summary of the aggregated income and expenditure of EPS and EPS T&E, for the last four years, projected for 2014, and forecast for 2015, is as follows:

I&E SUMMARY	2010	2011	2012	2013	2014	2015
Members (estimated)	1,988	2,067	1,714	1,281	1,376	1,386
<b>REVENUE</b>	<b>511,716</b>	<b>438,260</b>	<b>261,316</b>	<b>206,883</b>	<b>200,430</b>	<b>200,522</b>
Cost of sales	240,155	164,522	55,487	35,166	26,313	26,600
<b>GROSS PROFIT</b>	<b>271,561</b>	<b>273,738</b>	<b>205,829</b>	<b>171,716</b>	<b>174,117</b>	<b>173,922</b>
GP%	53.1%	62.5%	78.8%	83.0%	86.9%	86.7%
<b>OVERHEADS</b>	<b>261,881</b>	<b>284,342</b>	<b>217,515</b>	<b>222,240</b>	<b>160,678</b>	<b>149,533</b>
<b>EBITDA</b>	<b>9,680</b>	<b>(10,604)</b>	<b>(11,686)</b>	<b>(50,524)</b>	<b>13,439</b>	<b>24,389</b>
EBITDA%	1.9%	-2.4%	-4.5%	-24.4%	6.7%	12.2%
<b>Net Surplus / (Loss)</b>	<b>(7,015)</b>	<b>(22,192)</b>	<b>(16,400)</b>	<b>(56,032)</b>	<b>9,674</b>	<b>24,389</b>

As you can see after all the issues in 2012/2013 we have turned the corner and expect a surplus this year (the first since 2008).

Key assumptions for the remainder of 2014 are:

- We gain 10 new members per month but lose members at the rate of 5% per annum
- Conference/AGM is breakeven at £24,000 income and expenditure
- £400/month advertising income (in line with current rates)
- No other income
- £500/month Branch costs
- Membership and Accounts Officer continues as the only employed staff member at £25,500 per annum
- New Media/Coms contract starts in July at a total (inclusive of non-recoverable VAT) of £32,000 per annum
- Turama and Blue Arc continue at current contract rates for the remainder of the year
- Other costs as per current rates
- No further significant bad debts





Key assumptions for 2015 are that things broadly continue on the same path, with some increased efficiencies in the administrative costs (and an increase in the Media/Comms costs due to the contract running for the whole year):

- The new annual renewal date is adopted
- We gain 10 new members per month but lose members at the rate of 5% per annum; annual fee is £120
- Conference/AGM is breakeven at £24,000 income and expenditure
- £450/month advertising income
- £400/month branch event income
- No other income
- £550/month Branch costs
- Membership and Accounts Officer continues as the only employed staff member at £25,500 per annum
- New Media/Comms contract continues at a total (inclusive of non-recoverable VAT) of £32,000 per annum
- Turama and Blue Arc continue at reduced rates
- Other costs as per current rates
- Bad debts at 1% of income

Cash balances throughout the period are healthy, fluctuating between £50,000 and £90,000.

## **Financial Systems and Branch Control**

The Society will continue to use Xero accounting which has a number of benefits:

- It is cheaper than previous systems
- It allows remote access (by EPS administrators, external consultants and branch treasurers)
- It will facilitate an easy import of membership invoices
- It is Cloud based.

The accounts system will NOT be the master system of record as far as membership data is concerned. This will be the membership database (currently Selesti) and data for invoicing will be imported into Xero, however, membership database capability will be reviewed accordingly.

Branches that wish to manage the financial aspects of their events will be provided with their own bank account and access to the Xero system in order to manage their own income and payments. All such branch accounts will be set up using the same bank and branch and accessible via internet banking, to allow the branch to manage their affairs while the central administration team can monitor transactions and produce reports.



The present system of awarding precepts will be reviewed by the Finance Director in collaboration with Branch Chairs and their committees. It is vital that branches retain their funding to support essential branch event planning, and any change in policy must support “grass-root” membership and local involvement.

## **Risk Management**

The corporate risk register will be maintained by the Board that will capture the broad spectrum of risks associated with Society operation and financial stability. It will detail:

- Risk type
- Risk description
- Pre-treatment scoring (likelihood v impact based)
- Risk treatment measures
- Post treatment scoring.

It will be reviewed a minimum of twice a year by the Board.

## **Future Financial Plans**

Based on the approach adopted above, namely the identification of assumptions and trends, use of “best case v worse case” principles identified in the 2014 plan, future financial plans will be produced to coincide with the AGM for presentation to the membership. It is important to recognise the need to carefully monitor and control our financial position and trends, as the Society is continuing to recover from an extensive period of decline. It is envisaged that once recovery trends and evidence have been confirmed, a confident position can be taken with respect to a three-year planning cycle.

## **Merger and Charitable Status**

The Society will continue to pursue a possible merger with The Institute of Civil Protection and Emergency Management (ICPEM), with a possible move to charitable status. Both proposals will require member approval, with a view to putting any decision to the members at the 2015 AGM, or an EGM, depending on need and urgency.

As detailed in correspondence to members during 2014, a merge offers the potential benefits of forming a new society or institution dedicated to the field of civil protection, with a larger membership base and a combining of skill, expertise and enthusiasm.



The benefits of charitable status for the EPS are:

- Members could Gift Aid their subscriptions; although they will no longer be able to claim it as a business expense (higher rate taxpayers can still obtain tax relief on the donation for the difference between higher rate and basic rate tax). This could allow the “headline” subscription rate to be lowered and shift the burden of reclaiming the tax from the individual members to the EPS
- The Society would be exempt from corporation tax (the trading subsidiary could also avoid corporation tax by Gift Aiding its profits to EPS). However, EPS Training & Events has substantial losses available to offset against future taxable profits, so this benefit is unlikely to be felt until sometime in the future
- The Society may benefit from reduced business rates
- The move to charitable status may improve the Society’s perception among its members and assist with fundraising.

The main arguments against a move would be:

- The move will place greater regulation and restriction on the activities of EPS and a slightly increased administrative burden
- The move in itself will incur administrative time and fees (for example careful drafting of the charitable objects in the Memo & Arts would be required in order to give sufficient flexibility)
- After the move Society funds cannot be used for anything other than charitable purposes.

The scales are perhaps balanced in favour of a move to charitable status; however there is no compelling urgency to move in the short term and this needs proper consideration.



## 6. Events

### Overview

One of the key benefits to members of the Society is the opportunity to attend events to develop their personal and professional skills and knowledge and to obtain professional networking opportunities. The annual AGM, conference and spring/winter workshops have always been well supported by members and many branches offer interesting and professional events. This strategy will be used to ensure there is a corporate approach to all Society-badged events, preventing duplication of subject matter and clashing of events, while providing central support in funding, administration and marketing, if required

### Critical Issues

For many years the Society's annual conference was created, developed and facilitated by members, supported by local branches. A change of approach brought in professional events companies to organise the events even though most speakers were still organised by members. This may have produced professional, polished events but cost a lot more money to hold.

Subsequently, most conferences in recent years have either made a loss or just broken even. With the current financial climate, membership to the Society has suffered and members have to justify to their employers their reasons for attending such events. It is therefore imperative for the Society that when providing such a core membership benefit, quality events are provided at justified and reasonable cost.

Many EPS Branches hold at least one annual workshop, normally linked to their AGM, others hold excursions, visits to professional places of interest, workshops and seminars - these events are organised by branch members, often unsupported by head office with a varying degree of success. In addition to this some PWGs run successful workshops and professional courses.

The purpose of this strategy is to co-ordinate, assist and develop a comprehensive events programme at a national and local level.



## **Type of Events**

This strategy covers the following events at Branch and National level

- AGMs
- Conferences
- Workshops
- Awareness sessions
- Webinars
- Visits and excursions
- Resilience Awards dinner

## **Events Calendar**

It is important that all events described above are registered with central office and shown in the EPS calendar of events which is available on the homepage of the Society's website.

## **Events Management Structure**

A member of the Board will be nominated as the Events Director, with the responsibility to ensure: the events calendar is maintained, brief the Board about all events, ensure there are no clashes or duplication of events and identify topics that would benefit by being delivered for a national audience rather than locally. Where requested provide any support or advice to branches and to plan the Society's annual conference and any seasonal workshops.

An event support team, made up of volunteers from the membership and chaired by the Events Director, will be established to plan the Society's AGM, annual conference, workshops and webinars. They will also provide support, if requested, for Branch events.

## **Central Office Assistance**

Where required, assistance can be provided by the central office in the following areas:

- Marketing and publishing
- Funding (see below)
- Budget management
- Management of bookings
- Travel and hotel arrangements for guest speakers



## **Financing Events**

There is an expectation that all events will be financially profitable or at least break even.

Branches may apply to the Finance Director and Events Director for initial funding to assist in the planning and any prepayments that are required for the event but these will be paid back to the central budget account after the event.

Applications for total event funding can be made to the Finance Director and Events Director but will have to be supported by evidence of need, content, audience and other contributing factors such as potential success and branches financial accounts.

## **Budget Setting and Monitoring**

The budget for the AGM, conference and winter/ spring workshops will be agreed between the Finance and Events Directors, then ratified by the Board in advance of any such events.

Comprehensive records and budget accounts will be maintained and declared as part of the annual account report.

Any Branches organising events will maintain full and appropriate budget accounts and will submit as part of their annual budget report to the Board.

## **Annual Conference**

The annual conference is seen as the highlight in the Society's calendar; it is important, therefore, that the conference is delivered to a high, professional standard providing education, professional development and is of interest to members.

In future the conference will be delivered by a team of membership volunteers under the chairmanship of the dedicated Events Director. There will be an expectation that Branches will suggest possible suitable venues and if that venue is agreed the Branch will support in planning and running the event.

## **Seasonal Workshops**

At least one seasonal workshop/study will be conducted each year to help provide opportunities for the professional development of members.

## **Working in Partnership**

Wherever possible the Society will work in partnership with other organisations and Government departments to deliver quality, value-for-money professional events.



## 7. Communications

An effective communications strategy agrees the different ways an organisation delivers messages to its audiences to help achieve the aims of that group in an organised and targeted way. This strategy will outline how the EPS aims to keep different groups of people informed, encourage two-way communication and explain how everyone can contribute to promoting effective emergency planning, resilience and the professional interests of its members.

This will be by being:

**H**onest and straightforward

**T**opical and timely

**I**nformative and engaging

**A**bout core business objectives and priorities for the EPS and profession.

Specifically, this strategy aims to:

- Recognise the role of communications in ensuring members feel well-informed, valued and motivated, and act as ambassadors for the EPS
- Increase % of members and stakeholders who feel well-informed by the EPS
- Increase % of members who feel the EPS provides good value for money.

### **Aims and Objectives of the Communications Strategy**

The objectives of this Communications Strategy are to:

- Provide a framework for consistent communication
- Ensure clear and consistent communication to recipients
- Build awareness of the benefits of being a member of the EPS
- Support key elements of the EPS' Strategic Plan by delivering timely updates re progress (and delays) throughout the programme duration
- Actively encourage all members to provide feedback and ensure they are informed about the use of their feedback to influence the EPS and its mission
- Increase media presence - influence on media, potential members and investors
- Increase representatives as "talking heads" for the EPS.



To achieve its aims, the EPS seeks to:

- Encourage clear, consistent and co-ordinated communications
- Provide effective internal and external mechanisms for communicating
- Increase understanding of the role of the profession
- Promote the views of its members in all issues relating to emergency planning and resilience
- Provide a forum for the study of the most effective means of planning and managing local emergency preparation, response and recovery, and dissemination of good practice
- Influence policy related to emergency planning
- Encourage the professional development of its members.

To further these aims, the EPS will focus on and develop the following areas of activity:

- Training
- Professional development
- Data and Information
- Publications
- Representation
- Networking and links
- Research

## Stakeholders

In order to ensure EPS communications are effective, information will be targeted and tailored to specific audience needs. The audiences identified are outlined below:

<b>Internal</b>	<b>External</b>
EPS members	Potential Members
Staff	Government
Professional Working Groups	Emergency Planning College and Educational establishments delivery emergency planning/resilience subjects
Board	Competitors
National Operations Committee (NOC)	Public
	Media





## **Branding**

The EPS needs to maintain a standard brand identity for all communication documents:

- Resilience magazine
- Newsletters
- E-mails
- Website
- Webinars
- Event staging items
- Promotional material
- Presentations
- Press releases

## **Visual standards**

The EPS will work with the following visual guidelines:

- The EPS will adopt its own logo and branding
- To create its own identity, EPS publications will include a 'house style' of visual standards
- All EPS publications will have matching colour identity – blue and yellow.

## **Quality standards in Relation to Visual Standards**

- The EPS will work with the following quality standards:
- The EPS logo will appear on all internal and external information
- A reference contact for more copies, date of issue, date of revision and, where appropriate, date of expiry will appear on all information
- Illustrations and photographs will be of positive images that support the meaning of the text
- There is effective use of colour and balance between text, white space and graphic images
- Information provided in print will be made available via the EPS website pages
- Content pages, page numbers or index are provided where appropriate
- Contact information is provided including postal addresses, telephone numbers, website addresses, e-mail addresses and social media sites
- Information is produced clearly, concisely and in plain language.



## Tools and Activities

Regular updates are made through:

- Resilience magazine
- The EPS website, including the events calendar
- Twitter and LinkedIn are updated with news and events as and when they occur.
- Board updates are uploaded to the website
- National Operations Committee minutes uploaded after every meeting
- Branch minutes are uploaded after every Branch meeting/ AGM
- E-mails to members will go out as and when they need to for announcements
- Events (trade/road-shows, off-site meetings, workshops, conferences, AGMs)
- Documentation and manuals
- Webinars
- Sliding image on homepage of website
- Other standing groups
- Strategic Plan
- Business plan including financial information
- Media and PR materials
- Events calendar.



## Timetable of EPS communication tools

TOOL	FREQUENCY
Resilience	Quarterly
E-mails	As often as required and including after every Board and focus group meetings
Website news and events	As often as required
Media and PR materials Social media	Response - As and when relevant stories break. Send press releases invites frequently As often as required and including after every board and focus group meetings, and when relevant stories break
AGM	Annual
Board Meetings	Bi-Monthly
Operations Committee Meetings	Bi-annually
Branch Meetings	Annual (minimum)
Professional Working Group Meetings	Annual (minimum)
Conference	Annual
Seasonal Study/Workshop	Annual
Webinars	Monthly

## Responding to Communications

All letters addressed to the Society will be responded to within 2 working days even if just a holding statement. All e-mails will be responded to within 72 hours, even if just a holding statement

## Social Media Response

It is important that any social media comments made about the Society will be responded to by the Communications Manager, or designated as quickly as possible after consultation with the Chair and/or members of the Board.



## Methodology

A distribution list will be drawn up for each target audience to ensure communications are targeted and delivered to a minimum standard.

Each distribution list will include the following channels of communication:

**Face to face** - Where appropriate, EPS communications will be done on a face-to-face basis, which is considered the most effective method of communication. This will include consultation events, and delivering messages by Board and NOC direct to members.

**Electronic** – Websites, emails, e-zines and social media will be used to deliver speedy and targeted communications to various audiences. As a minimum, at least one form of electronic communication will be used to deliver any one message.

**Print** – Leaflets, posters, magazines, newsletters and letters will be used to deliver planned communications.

**Media** – Where appropriate press releases will be issued to the media to promote EPS messages. Reactive statements will be issued when appropriate.

**Board** – The Chair of the EPS should establish and maintain a communications pathway to all members.

**Council** - The Director of Branches should establish and maintain a Branch Chair communications pathway to provide a forum for sharing good practice, ideas and to ensure a consistent approach to Branch activities is adopted and support the programme delivery of the Strategic Plan.

**Professional Working Groups** - The Director of PWGs should establish and maintain a PWG Chair communications pathway to provide a forum for sharing good practice, ideas and to ensure a consistent approach to PWG activities is adopted and support the programme delivery of the Strategic Plan.

**Honorary President** - The EPS should provide guidance and direction to the Honorary President in order to facilitate communication with and influence politicians in all of the regions.

**Government** - EPS to establish regular meetings with policy-makers in the Devolved Administrations, ROI and other government departments (e.g. DCLG) similar to those held with the CCS.



**Media** - the EPS needs to be proactive and reactive when it comes to the media. Taking into account the following:

- Establish a clear, consistent, and easily recognisable message. State any necessary action at the beginning of each message
- A holding statement/ stock response is needed for breaking news stories while work on a bigger, more detailed response is considered
- Regular press releases need to be sent to relevant news agencies as well as interview opportunities , photo calls and diary markers
- All communications sent out must include: EPS name, branding, link to website, contact details
- The EPS will encourage and develop more media-trained representatives to take on interviews.



## 8. Organisation Chart

