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HOME OFFICE

CIVIL DEFENCE

*HANDBOOK No. 3*

## Exercises and Studies

LONDON: HER MAJESTY'S STATIONERY OFFICE  
1953

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**EXERCISES  
AND STUDIES**

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## CHAPTER I. INTRODUCTORY

### 1. Progressive Training

The object of the Training Plan, as set out in Civil Defence Corps Training Memorandum No. 1, is :—

"To provide progressive general, tactical and section training for all persons who will be connected with Civil Defence as individuals, as members of a team and as part of the particular Section and Sub-Section of the Corps for which they have volunteered". The Memorandum suggests that the stages in which training should be carried out are as follows :—

- (1) Individual.
- (2) Team or Party.
- (3) Collective.
- (4) Combined.

Stages 1 and 2 embrace Basic and Section Training.

Stages 3 and 4 involve large scale studies and outdoor exercises.

The purpose of this handbook is to assist Corps Authorities in staging such studies and exercises, by giving practical hints and guidance on a number of points which experience has shown to need special attention.

### 2. The Object of the Exercise (or Study)

The FIRST STEP when setting an exercise or study, must be to "Define the Object". Once this is settled, not only in general terms, but with some precision, many of the subsequent problems, such as the type and scope of the exercise, will solve themselves.

It is certainly permissible to modify the "Object" as plans develop, but the main thing is to avoid the common mistake of first framing an exercise, and later seeking an appropriate "Object".



In general terms, the purpose will usually be one or more of the following :—

- (a) The advancement of training.
- (b) Stimulating interest.
- (c) Publicity as an aid to recruiting.
- (d) To advance local planning.

These aims must be more closely defined ; for example, (a) might become :—

- “(i) To exercise Wardens in reconnaissance and message sending.
- (ii) To exercise Sub-Control teams in message handling and plotting.”

Similarly (d) might be a study “To consider the tasks likely to confront the Heads of Sections and other Services, when despatching mutual aid”.

### 3. Definitions

- (i) **DRILL**.—A single set-piece of practical instruction, carried out on standardised lines, such as Respirator Drill, Stirrup Pump Drill and certain rescue operations. Drills are covered in the appropriate Training Manuals and are not further dealt with in this book.
- (ii) **EXERCISE**.—A number of volunteers actively putting into practice the training already received. It might involve a part of a Section, one complete Section, or several Sections. Normally unrehearsed except for “Briefing”.  
(Further details on Exercises are given in Chapter II).
- (iii) **COMBINED EXERCISE**.—A larger scale exercise, in which more than one Service takes part. For example, the Civil Defence Corps exercising with the Fire and Casualty Services.
- (iv) **STUDY**.—An indoor session to teach or investigate a particular subject. The method chosen may be “Syndicate Discussion”, “Series of

Lectures” or a combination of the two. Studies are further dealt with in Chapter IV.

- (v) **TIEWT (Tactical Exercise Without Troops)**.—A technique for the study of battle tactics derived from the Army. May be held outdoors, but for Civil Defence purposes is more often indoors with maps, plans, models or sand tables. For further details, see Chapter V.
- (vi) **DEMONSTRATION OR DISPLAY**.—A set-piece, either to show the right way to do something, or as a form of publicity in aid of recruiting. Further reference to displays is made in Chapter VI.



## CHAPTER II. EXERCISES

### Phase I. Preparations

#### 4. Methodical Preparation

Even a small scale exercise calls for much careful and detailed preparation, but the labour can be greatly reduced by methodical approach. To some extent, preparations can be standardised. For example, there are inevitably three phases to an exercise namely :—

- I. Preparation.
- II. Conduct of the Exercise.
- III. Analysis, conference and reporting.

A good opening move for Phase I. is to draw up a time table for the various preparatory steps.

#### 5. Timetable of Preparations

The Director should make out for his own use, a programme of preparations, working backwards from the day of the exercise. This should enable the work to be properly spaced and thereby avoid the crises which are otherwise likely to arise, particularly with small clerical staffs. For a modest first exercise, this programme might run as follows :—

Day	Action
D—42	Obtain covering approval of Civil Defence Committee and/or Clerk to the Council.
D—40	Issue invitations to Heads of Sections, and others who will form the Launching Committee, to attend the first preliminary meeting.
D—28	First meeting of the Launching Committee.
D—24	Complete drafting the Exercise Orders and send out to type.
D—23	Despatch draft orders to Launching Committee. Call second meeting for D—18. Also call meeting of Directing Staff for D—17.

#### Day

#### Action

- |      |   |
|------|---|
| D—18 | Second meeting of Launching Committee. Agree Exercise Orders and send out to type.          |
| D—17 | Hold first meeting of D. S. and Umpires and give them advance copies of Exercise Orders.    |
| D—10 | Issue Exercise Orders to all concerned. Hold second meeting of Directing Staff and Umpires. |

D. Day Hold Exercise.

#### 6. Meeting of the Launching Committee

This meeting should be held before any other arrangements are made or any orders are issued. The purpose of the meeting is to agree the general form and object of the exercise and the forces to take part. Heads of Sections should attend and (if it is to be a Combined Exercise) the Heads of any other Services it is desired to include, such as Police, Fire and Casualty Services. If any part of the exercise is likely to involve the use of roads or public places, the Police will require early warning and their co-operation should be sought from the start. Other subjects for discussion at this meeting are given in the succeeding paragraphs.

#### 7. Lessons to be Taught

It is first necessary to decide on the lessons which the exercise is intended to teach. Once settled, these lessons should be prominently set out, for the information of all concerned, at the head of any papers that may be issued.

Some subjects of Civil Defence training that lend themselves readily to practical exercising are listed in Appendix "B".

#### 8. The Scope of the Exercise

This will be governed by :—

- (a) Forces likely to be available.
- (b) The state of their training.
- (c) The facilities which exist or which can be improvised.



While the scope must be related to the amount of Section Training already given, this by no means wholly rules out breaking new ground. A remarkable stimulus to training can be given by a well timed warning that the next exercise will include one or two features not already covered. If for example, the success of the exercise will depend on a new Sub-Control team working efficiently, one may be sure that before "D" Day, the Head of Headquarters Section will have contrived that the team is got together and trained as such.

But this anticipation must not be overdone, and this applies particularly to Umpiring and Producing. Nothing is more damping to enthusiasm than a badly run exercise and for this reason, the scale of early exercises should be modest. Daytime exercises are recommended before attempting the more difficult conditions of darkness. For the self-respect of the volunteers, just as much as for the impression on the public, training should not take place in the public view until smooth working and competent performance may be expected with confidence.

Once the Object has been defined, any attempt to introduce additional features not contributing to the Object must be firmly resisted. If the snow-ball tendency is unchecked, the exercise will be over-loaded, the Directing Staff will have more subjects than they can cope with, the minds of the volunteers will be confused with too many "lessons learnt" and, at the end, there will not be enough time for proper discussion.

Keep it simple, particularly in early days.

#### 9. Examples of Civil Defence Exercises

Appendix "E" contains four lists of incidents which could be strung together to make up Civil Defence exercises.

Exercises Nos. 1 and 2 are examples of very light raiding. Eleven separate incidents are set for each, but they can be used in any combination. Each incident requires an umpire.

Nos. 3 and 4 are more ambitious and both involve control of operations in the damaged area. No. 3

envisages a half mile length of the main debris belt after a saturation H.E./I.B. raid on a large town. No. 4 superimposes an Atom Bomb on No. 3.

Tactical principles are involved in Nos. 3 and 4 and until Senior Officers are fully experienced it is recommended that the problems be discussed before the exercise and that the courses of action be settled in some detail. The object is to teach, not to test.

#### 10. Narrative and Background

Only the general trend need be settled at the first meeting; detailed drafting can take place later.

The story should be short and simple. It should be confined strictly to such indispensable information as might be available in war. For example, the opening situation might be no more than a statement of the time at which the Air Raid Warning had been sounded.

#### 11. Personnel Taking Part

Appendix "A" gives a list of services that might play a part in the exercise. This list should be amended to cover local conditions.

The first meeting will decide only in general terms what forces shall be included. At a later stage, Heads of Sections will prepare nominal lists, which should include a definite proportion of the more experienced personnel. These should be invited beforehand to pass on some of their knowledge to the newer members, during the course of the exercise. In this way, inequalities of training may be bridged, newcomers given more confidence and the old hands given the extra interest that goes with responsibility.

#### 12. Directing Staff

The composition of the Directing Staff must be settled at the first meeting for two reasons. Firstly, the sooner the process of decentralising and assigning tasks begins, the better. Secondly, because it may be found that the number of experienced personnel available, particularly for umpiring, may restrict the scope of the exercise.



In all but the very smallest exercises, a Director, Producers and Umpires will be required. Some doubling of the parts is often possible, but in these notes their functions are considered separately.

"Directing Staff" should be synonymous with "Director's Staff," in that they should relieve the Director of all detailed work.

### 13. Director

He is the Senior Officer in charge of planning and preparations. Subject to the wishes of the Launching Committee (*vide* paragraph 11) the Director takes over-all responsibility for settling the type and scope of the exercise and decides who shall take part. The Exercise Orders carry his authority and should be signed by him. He is in charge of the Directing Staff.

### 14. Chief Producer

In executive charge of the exercise while it is actually running. He starts it, governs its course and finally stops it. He may often be the same man as the Director, in which case the title "Chief Producer" will probably not be used.

### 15. Incident Producer

Responsible for setting the stage at any one incident before the exercise. During the course of the exercise, he lights the fires and fireworks at appropriate moments, produces "Noises off" and all other effects required for realism.

In the event of a shortage of appropriate personnel, it may be necessary to impose these duties on the Umpires, but it must be remembered that the Umpire's proper function is quite distinct.

### 16. Umpires

The Chief Umpire and his staff of Umpires are appointed to watch the work of the Civil Defence personnel, to note good work, mistakes, initiative and ingenuity and report them later at the conference.

Umpires will be the more valuable if in addition to being briefed before an exercise, they are properly

trained by lectures on umpiring, and preferably given one or two preliminary exercises exclusively for umpires. An indoor model might be adequate for an umpires' exercise. A trained umpire should be used for successive exercises throughout the season and changed as seldom as possible.

The duties and training of umpires are set out in more detail in Appendix "I".

### 17. Spectators

Members of the Civil Defence Committee, and other persons of standing in local and adjoining communities, should be invited to attend the more important exercises. Instructions on conducting official spectators are given in paragraph 23.

Newly joined volunteers may appreciate an opportunity of witnessing exercises, before being asked to take an active part themselves. Also at later stages of training, when Sections have a good idea of their own duties, members should be given a chance to see other Sections at work. For example, Wardens already trained in reconnaissance and reporting would certainly be interested to see how their messages were handled in the Message and Operations Rooms. Conversely, it would be good for telephonists to see the conditions under which Wardens compile and dictate their messages.

### 18. Exercise Orders

#### (i) PURPOSE AND NATURE OF EXERCISE ORDERS

Although the Exercise Orders will probably not be issued until a week or ten days before the exercise, they should be drafted as soon as possible after the first meeting, because they will give the best indication of all the other preparations that will be needed.

Exercise Orders are almost exclusively administrative instructions to ensure that all concerned are at the right place at the right time, and in all respects ready to start the exercise. They must not be used for teaching; if the exercise calls for further coaching,



this must be given separately, in lectures or at briefing sessions.

Exercise Orders must be short and clear, with no possible excuse for misunderstanding. Of all possible faults, ambiguity is the worst.

It has become fashionable to give every exercise a name. This has the double advantage of brevity in reference, and fixing the occasion in the minds of those concerned, possibly with some hint of the purpose of the exercise. But the drafting of the orders should not be held up while searching for a fitting title.

(An example of Exercise Orders is given in Appendix "F".)

#### (ii) CONTENTS OF EXERCISE ORDERS

The orders must cover the following :—

- The Object.
- Date, time of starting and stopping.
- Scope, in general terms.
- Forces taking part.
- Rendezvous and preliminary positions.
- Conduct of the Exercise.
- Communications.
- Dress.
- Equipment.
- Arrangements for "Casualties."
- Transport.
- Subsequent conference (time and place).
- Wet weather routine.
- Distribution list.

If the purpose of any of these headings is not entirely self-evident, a reference to Appendix "F" should make it clear. The heading of the first page should show the address and telephone number of the Headquarters from which the orders are issued and they must be signed by the Director or other appropriate authority. It is also good secretarial practice to include the Distribution list at the end of all orders. Persons to whom the orders are directly addressed are expected

to take some action. Others, such as the Press and more important spectators, receive Copies for Information.

#### (iii) HELPFUL LISTS

To help in the preparation of Exercise Orders, the following aides-memoire are included as Appendices :—

- "A". Services That Might Take Part.
- "B". Subjects for Civil Defence Exercises.
- "C". Incidents That Might Be Included.
- "D". Authorities Who Might be Concerned in the Exercises.

These lists need to be corrected to cover local conditions, but, once completed, should be the means of saving much labour and of avoiding omissions.

#### (iv) ORDERS FOR UMPIRES

The briefing of Umpires can usually be verbal, and a meeting for this purpose will be necessary shortly before the exercise. But if the setting is elaborate, it may be necessary in addition to give them written instructions on cards. Headings to be covered in such instructions might be :—

1. Time and place of briefing or reconnaissance.
2. Action to be taken by umpires and points to watch.
3. Communications for umpires.
4. Director's possible actions.

And if the Umpire is also acting as Producer :—

5. "Word pictures" to be given and action required for fires, smoke, battle noises and "casualties."

(The training and duties of umpires are set out in Appendix "I".)

#### 19. Practical Preparations immediately before the Exercise

These should mostly be indicated in the Exercise Orders. Amongst other things, they will include :—

Dressing of Rescue sites.

Preparing Control Rooms and arranging communications.



Collection, faking and siting human "casualties."  
Laying-on fires, fireworks, battle noises and effects.

Getting vehicles and people to their preliminary positions.

These are but a few of the things that have to be thought out and arranged in advance. It is easy to underestimate the amount of work involved and the time it will take.

## Phase II. Conduct of the Exercise

### 20. Production

When staging a Civil Defence exercise, the importance of good showmanship is sometimes underestimated; the shortcomings become evident when it is too late. Showmanship does not mean artificiality, nor insincerity, but good presentation, to show the exercise or study to the best advantage. As in all good theatrical production, there must be a smooth unbroken continuity from beginning to end. Such continuity cannot be obtained without imaginative attention to detail beforehand.

Decentralisation at the top is another essential. Many exercises have been spoiled by one man trying to do everything himself. The Director, assuming that he is not also the Chief Producer, should not commit himself in advance to any definite task. He should reserve for himself complete freedom of action, so that he can visit all the component parts of the exercise and apply his influence and experience wherever these seem needed. In turn, the Chief Producer must freely decentralise on to his Incident Producers in the task of creating the atmosphere of battle.

### 21. Showmanship in Practical Exercises

(This is the province of the Chief Producer and his Staff.)

*Start and finish.* Get a reputation for always starting and ending exactly on time. You cannot expect your volunteers to

enjoy wasting their spare time if they are punctual and you are not. Start with a bang. End in good time. Remember the last buses.

*Dress.*

This must be appropriate, e.g., H.Q., Wardens and Ambulance personnel in Civil Defence Corps Uniform, Rescue Parties in Denims.

*Unwanted delays.*

Do not let mistakes cause wearisome delays. For example, if the expected call for services does not reach a Depot by orthodox channels, let a Producer give the order after a short interval, and point out the mistake afterwards. Similarly, in the interests of getting maximum action in a limited space of time, it is often legitimate and indeed desirable to shorten up certain processes which in themselves have little or no training value. For example, if it would take 15 to 20 minutes for services to reach an incident from their own Depot, they could quite well be started from somewhere nearer.

*Casualties.*

Care for your Casualties. If you let them get cold or wet, you will have less volunteers next time. An unofficial "Casualty Welfare Officer," who sees that the casualties are cheerful and comfortable till they are taken over by C.D. personnel is legitimate and well worth while.

*Faking-up.*

"Fake-up" the casualties IF the civil defence personnel who are going to rescue and tend them are sufficiently trained in first-aid to



### *Effects.*

profit by the extra realism. Otherwise, faking is a waste of effort and unnecessary strain on the endurance of the casualty.

Smoke, incendiaries, fires, thunder-flashes and other battle noises are all aids to realism; but if they are not to be wasted, they need careful timing in relation to the arrival of civil defence services.

Fireworks, chemical and explosive stores used in civil defence exercises must all be of approved patterns and must be employed only in the authorised manner. Accidents have been caused by the non-observance of these directions.

### **22. Action by Directing Staff During the Exercise**

The Director should normally allow events to follow the pre-arranged course. If alteration is needed for instructional reasons, or because of some unforeseen occurrence such as a change in the weather, he may have to issue instructions at short notice to Producers and Umpires, either verbally or by written message.

The Civil Defence Controller or Sub-Controller is not a member of the Directing Staff and has no more say in "enemy" affairs, such as scale, timing and effects of attack, than he would in war. He must concern himself only with "own forces."

When the Director is moving from place to place to observe local progress, he should station one of his staff at the Control Centre and keep him informed of his (the Director's) movements by telephone. Coloured arm bands and flags for motor cars may be necessary for the Director and his staff to ensure recognition by police and those taking part.

Action taken by Umpires is described in Appendix "I".

### **23. Spectators**

The Director's movements should be unencumbered

by spectators, who are apt to distract his attention from the exercise.

Official spectators should be conducted from one incident to another on a pre-arranged programme by guides fully conversant with the intended course of events. This is more important than is sometimes appreciated. If the police are controlling traffic for the purpose of the exercise, routes for spectators must be worked out in consultation with them.

## **Phase III. Analysis, Conference and Report**

### **24. Analysis**

After an exercise and depending on its scope, the Directing Staff may need a preliminary session with the Umpires, to hear their reports, and to analyse results, before opening a general discussion. Where this seems likely, provision should be made in the timetable of the exercise.

### **25. The Inquest**

It is of the utmost importance that every exercise should be followed by a General Conference and the sooner the better. Without an inquest, half the value of all earlier efforts may be lost.

The Chairman, who will normally be the Director, will make opportunities for Umpires, Party-Leaders and others to make their reports. He may decide to deal with each Incident in turn or to deal successively with each Section and their work throughout the exercise as a whole. Whichever method he chooses, he must make it clear to those present.

The final inquest must be short, particularly if it be held immediately after the exercise. A long description of exactly what happened will quickly bore the audience. The essential need is to drive home the more important lessons.

The Chairman must not allow criticism by Umpires and others to become recrimination. His own summing up need be no more than a few sentences of



constructive criticism and encouragement, provided the main points have been brought out in general discussion.

If at all feasible, the end of the exercise should be timed to permit holding the general discussion before the volunteers disperse. This will save them a second attendance later and the subjects will still be fresh in their minds.

On the other hand, if the exercise finishes late, or the volunteers are tired, hungry and possibly wet, it would be better to postpone the conference. Some may take a long time to get home.

Circumstances alter cases and if the Training Centre includes club rooms offering warmth and refreshment, there is less hurry about dispersing after the exercise. But if the conference is postponed to another occasion, it is important to give a word of thanks and encouragement to the volunteers and especially to the "casualties" before they leave, if this can be done without delaying or inconveniencing them.

(After the general discussion, and probably on a separate occasion, Heads of Sections may wish to summon the members of their own Section for free discussion and to rub in the lessons learnt.)

#### 26. Reports and Records

Unless the exercise is of unusual importance and has an interest outside the Division concerned, no report to higher authority is required, other than the usual notification that the exercise has been held. Where a full report is indicated, the considerations given in paragraph 61 will apply.

Heads of Sections will find it well worth while to record the names of those who attend and the incidents in which they take part. This will make it possible to ring the changes and avoid tedious repetition in subsequent similar exercises. It will also allow a little pressure to be applied to those who habitually fail to take part in this essential form of training.

### CHAPTER III. TELEPHONE BATTLES

#### 27. Purpose

Telephone Battles are a form of Skeleton Exercise designed to practise communication and more especially to exercise Controllers and their staffs in command and control, using normal procedure in a Headquarters, under battle conditions. If set with imagination, conditions in the Control and Message rooms can be highly realistic.

#### 28. Scope

Training can be given to Control Centre staffs on two levels at once, but not more. The most obvious example is the simultaneous exercising of Main Control and one or more Sub-Controls.

#### 29. Outline of Procedure

The teams under training are fed with battle messages by the Directing Staff, both from above and below. In the example quoted in paragraph 28 above, the "higher" D.S. might represent the Regional H.Q. or Zone Control and perhaps an adjacent Controller. The "lower" D.S. could be Wardens reporting upwards to Sub-Control and possibly at times acting as Depot Superintendents, to receive the executive orders of the Sub-Controller. Thus the two teams under training can make the appropriate reports "upwards" and send their orders "downwards."

#### 30. Facilities Required

Representative H.Q. accommodation will be needed for the two teams under training and another room for the joint use of the "higher" and "lower" D.S. Only if these are in one room can they both be under the immediate control of the Director. The number of telephones, real or substitute, must approximate to the number allowed in war; otherwise there will be delays, certainly tedious and possibly over-realistic. Where control centres are equipped with their operational telephones, obviously these should be used. The next best choice would be a single large building, with a



generous allowance of internal telephones, in which the proper accommodation could be mocked up. It is easier for the D.S. to keep the exercise under close control, if the whole of it is in one building.

If no such building is available, it is still possible to conduct a telephone battle without any real telephones, the messages being passed on paper. As all messages passing through the Message Room have anyway to be written down, and as all important messages passed verbally from the Operations Room should be recorded, the exercise need not be greatly handicapped by lack of real telephones. Indeed, in the later stages of training, it is desirable to conduct a good proportion of such exercises with partial or total failure of telephones. But when telephone casualties are being simulated, arbitrary delays must be imposed so that the time in transit reflects the distance and means of conveyance.

### 31. Method of Setting

It is necessary to construct a story of a raid and in order that Controllers may start thinking on the right scale, the scale of attack should at least be "probable." From the story, a series of damage reports must be framed for injecting by the "lower" D.S. If the D.S. are experienced, only the bare outline will be needed, but otherwise it may be better to write out the text of the actual messages in advance, giving each one a time for despatch. The messages must be sufficient to build up a plot and to give the Controllers good reason not only to deploy all the forces available to them, but also to ask for help from outside their own area.

### 32. Preliminary Papers

Unless an elaborate affair is contemplated, very few papers need be issued. These could be :—

- (a) *Exercise Orders* (To all taking part)
  - Aim, time, date and place.
  - Names and duties of D.S.
  - Names and duties of others taking part.

Communications and other equipment.

Opening narrative, leading up to first bombs.

### (b) *Instructions for D.S. and Umpires*

Time and place of conference for briefing.

Action required of D.S. and Umpires, including "casualties" and delays to be imposed.

### (c) *D.S. communications*

Narrative to be developed, plus verbatim messages if required.

### 33. Conduct of the "Battle"

(a) With Control teams and Directing Staff in their respective positions, the exercise begins with the first incoming report, which might relate to a bomb or other incident some ten minutes earlier.

(b) Thereafter, successive incoming messages build up a picture. The interval between reports should be generous to start with, and then decrease as the teams settle down and get into their stride.

(c) Controllers and Sub-Controllers make their appreciations, issue their deployment orders, make their reports and requests for help, exactly as in war.

(d) Umpires can represent Police and Fire Service Liaison Officers or any other visitor or L.O. as desired.

(e) The Director can influence the progress of the exercise at any stage, either directly in his exercise role as Regional H.Q., or indirectly by telling the "higher" or "lower" D.S. to introduce some extra feature.

(f) The impetus of the exercise is maintained by feeding in realistic orders and reports from both "higher" and "lower" D.S. and by "visitors."



Studies commonly take the form of Syndicate Discussions, Presentations, Playlets, a Series of Lectures, or some combination of any or all of these methods. With the guidance given below, there should be no difficulty in deciding which type is the most appropriate, PROVIDED that the purpose of the Study has been closely defined.

### 34. Syndicate Discussion

This method is appropriate :—

- (a) When you wish to obtain ideas and suggestions from the widest possible field, possibly for planning or policy making.
- (b) When a fair proportion of those taking part are sufficiently familiar with the subject to discuss it constructively.
- (c) When it is desired to arouse local interest in a particular subject.
- (d) When the total number attending does not greatly exceed 48 (six syndicates of eight persons).

### 35. Series of Lectures

This technique may be desirable :—

- (a) When the subject is so technical, or so new to those taking part, that syndicate discussions are unlikely to make much headway.
- (b) When the number attending exceeds the practical limit for syndicate-discussion, *vide* paragraph 34 (d) above.
- (c) When one of the subsidiary objects of the study is to get the responsible officials and experts to review their own problems by calling on them to give a lecture.

It is, however, most important to avoid too many lectures following one another in an unbroken series. However good they may be, there is a grave risk of boring the audience and thus vitiating the value of the study.

### 36. Combined Lecture and Syndicate Study

This Combination is recommended :—

When it is desired to teach some new subject with particular force and effect, by means firstly of lectures by the experts and then syndicate discussion of a relevant problem.

### 37. Requirements of the Hall or Theatre.

Depending on the nature of the study, any or all of the following considerations may govern the choice of hall or theatre for the study :—

#### *Seating accommodation in the auditorium*

Numbers expected have a way of growing as the prospective study becomes more widely known. Obviously a hall that becomes too small cannot be enlarged. Large halls, however, are sometimes provided with screens to shut off unwanted seating. It is better to err on the large side.

#### *Additional small rooms*

Preferably one to each syndicate and one for the Directing Staff. As a less satisfactory makeshift, two or more syndicates can be stationed in corners of the main hall.

#### *Lavatory accommodation*

Must be on an adequate scale.

#### *Facilities for refreshments*

While it should be possible to serve tea or coffee on the premises, there is no objection to moving elsewhere for lunch.

#### *Lighting, heating, ventilation and power supply*

#### *Stage, cinema screen and space for floor or wall maps*

#### *Availability on suitable dates.*

Good halls are usually booked well ahead.

### 38. Duration

Merely to scratch at the surface of a problem has little interest and quickly becomes boring. For a worth while scrutiny, one day is too short for any but the simplest subjects. On the other hand, few



people can spare more than two days from their normal occupation, to attend a civil defence study.

Two days usually amounts to four study periods and is generally recommended. A typical time-table is given in Appendix "G".

### 39. Assumptions

If in doubt as to what scale of attack to assume for the study, guidance should be sought from the Principal Officer of the Region or the Scottish Home Department.

The effects of the attack, whether by Atom Bomb, mixture of H.E. and I.B., or all three, must be worked out locally with the aid of information supplied by the Home Departments for this special purpose. A single investigation on these lines can produce a realistic background for a number of subsequent studies on widely differing subjects.

Assumptions concerning buildings, shelters and mechanical equipment should take account of things as they ARE or as they are planned to be. In respect of personnel, however, it is reasonable to assume that a political crisis, or the outbreak of war, would quickly produce sufficient untrained recruits to achieve the figures laid down for War Establishment.

### 40. Syndicate Studies

Syndicates are given an opportunity to discuss the subject or problem in their own rooms, after which they reassemble in the main hall and the considered view of each team is given in turn by their respective spokesman. Thereafter, discussion is free to all.

The Syndicate method has much to commend it. The valuable filtering process that goes on in Syndicate rooms, greatly simplifies the tasks of the (main) Chairman. Within the relative privacy of the Syndicate room, even the most diffident member is prepared to air his views. In this way, everyone is made to feel that he is making an individual contribution to the success of the study. This in turn promotes and sustains interest in a subject which might previously have received insufficient attention.

The shortcomings of the syndicate technique are the

length of time required for the examination and re-examination of the subject and the limit to the number of people who can take part. Spectators not included in syndicates will need something to keep them occupied and interested while syndicate discussions are in progress.

#### (i) SIZE, NUMBER, AND COMPOSITION OF SYNDICATES

If a syndicate contains more than eight people, their Chairman's task will be made more difficult and there is a risk that some members will not speak at all. And as no one readily listens to the views of more than six syndicates on the same subject, the number of syndicates should not normally exceed six; four is preferable. It follows that this type of study is at its best when the number taking part does not exceed 48.

If it be impossible to keep within this limit, it is usually better to increase the number of syndicates rather than their size. The Chairman (of the Study) can save time and maintain interest by calling only two or three syndicates to give their complete solutions and then invite the remainder to say in what respect they disagree and whether they have additional points they would like to make.

In assigning individuals to syndicates, it is customary to divide the talent equally and to make sure that in each syndicate there is at least one with local knowledge, when this is involved. In some circumstances, it may be desirable to group people on a geographical basis, so that they may get better acquainted with future colleagues in joint local planning. More often, however, it is preferable to split up prospective planning teams, in order that there may be a wider exchange of ideas.

#### (ii) PAPERS ISSUED BEFORE THE STUDY

Obviously the Exercise Orders or invitations to attend must include time, date and place of assembly and possibly other administrative details relating to meals and accommodation. The question of whether to issue narratives and problems in advance is less easy.

If you wish to save time on the day, by giving an opportunity for preliminary "homework", you can



issue the narrative and one or more problems beforehand ; but you can never be certain they will be read. If the papers are long, you may be sure no one will read them ; but if they are short, there is a reasonable expectation that they may be read by one or two in each syndicate, and this may achieve your purpose. Alternatively, Playlets may be introduced as explained in paragraph 44.

In other methods of instruction, irrelevant detail is sometimes put into narratives to test the students' ability to sift out and ignore the non-essential. In civil defence studies, it is better that the narrative should contain NOTHING that does not bear on the problem and its solution.

#### (iii) PAPERS ISSUED AT THE STUDY

If the narrative and problems have not been issued in advance, they must at least be handed out before syndicates disperse to their rooms. If it is desired to introduce an element of surprise, problems may be doled out one at a time. Otherwise, it is better to issue the whole series at once, as this enables syndicates *not* to bring forward into their *earlier* discussions and answers, subjects which the D.S. intends to cover *later*. Avoid handing out papers at a moment when you wish the audience to listen ; they may prefer to read.

### 41. Conduct of a Syndicate Study (See also Appendix "G")

#### (i) FIRST ASSEMBLY

The time of first assembly should be adjusted to avoid those coming from medium distances having to arrive over-night.

It is not essential that students should be grouped in syndicates at the opening stage.

Opening remarks from the Chair would cover administrative details, the purpose of the study and how the Chairman would like syndicates to conduct their business. A well tried plan is to let syndicates elect their own Chairman, whose main task will be to keep discussion from straying into side issues or going into too much detail. They also choose their own spokes-

man, whose chief qualification is the ability to make himself heard throughout the hall. There is no objection to the same Chairman remaining in office throughout the Study, but there are advantages in the spokesman being changed for each problem.

Spokesmen should be warned to prepare their "briefs" under headings, so that at a later stage items can be struck out readily if adequately covered by an earlier spokesman. Much time and patience can be saved if this is done conscientiously.

Any further guidance on the problem can be given at this stage, possibly by a Playlet, but on no account should the Chairman read out papers which syndicates can better read for themselves.

When the Chairman (of the Study) has assured himself that the syndicates understand what is required of them, he should remind them of the time at which they must reassemble and then disperse them to their own rooms for Syndicate discussion on the first problem.

#### (ii) DISCUSSION BY SYNDICATES

The method of conducting will have been explained at the first assembly (see above). Where there is reason to suppose that the Syndicates may get into difficulties, it may be desirable for one member of the D.S. to "sit-in", occasionally steering the discussion or answering questions. He should take care not to usurp the syndicate Chairman's function and should not curtail thought by giving his own solutions.

#### (iii) RE-ASSEMBLY FOR SYNDICATE SOLUTIONS AND GENERAL DISCUSSIONS

After the allotted time, or earlier if the syndicates have finished their deliberations, syndicates reassemble in the main hall and are called by the Chairman, in varying sequence, to give their solutions to the problem. Spokesmen are under an obligation to report the views of their syndicate, as distinct from their personal convictions. After the last Syndicate, the Chairman may call on the D.S. for their solution or commentary upon the others. Finally, general discussion on the problem may be opened. It may be prudent to allot separate periods in the timetable for syndicate solutions and general discussions.



When the setting of later problems is in any way governed by solutions to earlier problems, e.g., in a continuing tactical study, the D.S. solution should be the one on which Syndicates base their further work. Subsequent problems are handled in the same way and followed by general discussion on the study as a whole. Finally the Chairman sums up and expresses thanks where due.

#### 42. Lecture Studies

When the considerations given in paragraph 35 indicate a lecture study, much of the benefit accrues before the day of presentation, while the experts are studying their own problems and preparing the papers they will eventually give. They may need six or eight weeks for this purpose, from the time of being given their terms of reference, to the day of presentation.

With lecture studies, it will be a continuing pre-occupation of the D.S. to sustain interest till the end. When listening to new subjects, particularly if expounded with superfluous detail, the audience may reach saturation point all too soon. Safeguards available to the D.S. are :—

Careful selection of speakers.

Vetting and censoring of scripts.

Rigorous imposition of time limits.

Frequent liberal intervals for questions and discussion.

Limiting the number of distinct subjects.

Playlets and showmanship (see also paragraph 44).

Prospective speakers should be warned as tactfully as possible that when preparing their script, the uppermost consideration in their mind should be their audience. They should include any ideas which would be useful to the audience or would interest them. Speakers should avoid the temptation to include all the facts they have unearthed during their preparatory searches, especially technical details. When appropriate, they might be given copies of Appendix "H", Hints to Speakers.

The number attending lecture studies is limited only by the size of the hall or theatre in which they are held.

Above all things, avoid an uninterrupted series of talks. Time must always be allowed for questions after each speaker.

#### 43. Combined Lecture and Syndicate Studies

When chosen for the reasons given in paragraph 36, this can be the most interesting and progressive study of all. The first requirement is a firm doctrine or policy to form the subject for the lectures. The subsequent problems can be framed either to drive home the lessons taught, or to continue the subject into the realm of investigation. For example, if the subject were Fire Hazards of Atomic Warfare, there could first be a lecture on The Incendiary Powers of the Atom Bomb followed by a syndicate discussion on "Estimate the fire situation in your own town, one hour after the high air burst of a nominal A/B over . . . .".

#### 44. Showmanship at Studies

##### (i) PLAYLETS

Playlets may be included in a study—

(a) To vary the monotony of over-long listening to formal lectures.

(b) To introduce a note of light relief.

(c) As a substitute for a complete lecture.

(d) As an introduction to the discussion of a problem by syndicates.

For all these purposes Playlets are excellent, but script and production must be above criticism. They take time to write and to rehearse, but on the other hand they do not call for a specially high standard of histrionic art and the memorising of long parts can be avoided. (No one attends "conferences" without papers.) Purposes (a), (b) and (c) are self-evident, but purpose (d), as an introduction to a syndicate discussion, requires further explanation.

Playlets can be used to aid the imaginations of the Syndicates and to put into their minds all those considerations which the D.S. feel should govern the course of the Syndicates' next deliberations. Suppose, for example, the next question concerned the form and



extent of mutual aid which adjoining counties could give to a stricken county borough. The curtain might go up on an informal conference between the Regional Commissioner and the C.D. Controllers involved. He could give his own views on the pros and cons of mutual aid and then ask the Controllers what they had planned. Just as the Controllers were starting to answer, the curtain would come down and the compère or Chairman would send the Syndicates away to work out what the respective Controllers were about to say. The considerations expressed by the Commissioner would be those which the D.S. wanted the Syndicates to bear in mind when reaching their decisions, but the wording would need to avoid prejudging the issue.

## (ii) MAPS AND DIAGRAMS FOR DISPLAY

### Scale

The upper limit is obviously governed by the space available and the area or subject it is required to display.

More important, the lower limit is determined by what can be seen from the furthest seats. Before finally settling the scale, make sure by actual trial that the features you wish to display will be visible to the most distant spectator. (It matters not at all if *irrelevant* detail cannot be seen.)

Nothing is more exasperating to the audience than to be told "I'm afraid some of you may not be able to see this but . . .". Producers should urge lecturers to dispense with illustrations that cannot be seen properly.

Large maps can sometimes be produced more cheaply and more expeditiously by photographic enlarging from the 25-inch Ordnance Survey, than by hand copying. The extra detail is no handicap if the salient features are emphasised by tinting.

The following notes on Scales may prove helpful :—

1 in. to 1 mile	} Suitable for use in Syndicate rooms, but not for general display.
2½ in. to 1 mile	
6 in. to 1 mile	
Provided the main features are accentuated by colouring, this should be large enough to give an audience of about fifty a good general impression of (say) a county.	

25 in. to 1 mile For the more detailed study of a smaller area. On this scale a map showing the debris belt from the high air burst of a nominal atom bomb, plus an all-round 2-mile margin, would be about 14 ft. square.

5 ft. to 1 mile Suitable as a rule only for floor maps. To cover the same area as the above example would need 35 ft. × 35 ft. of floor.

1 in. to 12 ft. (roughly 37 ft. to 1 mile) For detailed tactical studies, in which vehicles would be just over one inch long. On this scale, 1 acre of ground would occupy a square roughly 18 in. × 18 in. and a square mile would be 37 ft. × 37 ft.

## (iii) FLOOR MAPS OR WALL MAPS ?

Wall maps release floor space for seating and have the advantage that the line of sight from the audience is roughly at right angles to the map. The disadvantages are that in ordinary rooms, the vertical (North/South) dimension is usually limited to 8 ft., and possibly less if the bottom edge is to be seen by those in back rows. There are also obvious difficulties with models on wall maps.

For really large displays, floor maps are the only solution. With three rows of spectators round three sides of a floor map, a good number of people can be seated close enough to study detail, but their view of the further edges will be rather oblique.

Floor maps are usually made in portable sections each section being of a size convenient to stow in a van and strong enough for demonstrators to stand on. If the map is made photographically, the process may govern the size of the sections.

## (iv) PROJECTORS FOR MAPS AND DIAGRAMS

The long-established magic lantern and its modern counterpart, the film strip projector, are excellent in their way, especially for the projection of standardised pictures, for repeated presentation. But the time taken to prepare the slides and film strips may rule them out



for lectures or studies arranged at short notice. In such circumstances, a projector known as a "Self-illuminator" can be of great help. These take circular transparencies 8 in. in diameter. At 20 ft. distance they will project a circular image about 12 ft. in diameter. The initial transparencies being of a workable size, coloured maps or diagrams can be painted on by hand and lettering presents no difficulty. Amendments and improvements can be made on the spot after trial. Pointer work is done with a knitting needle on the transparency, which can be of glass, or wide photographic film, with the emulsion washed off.

Epidiascopes enable non-transparent pictures, such as photographic prints or illustrations in books, to be thrown on the screen.

Self-illuminators and epidiascopes would probably be used only intermittently in civil defence training, and their purchase cannot be grant-aided; they can, however, sometimes be hired or borrowed from educational authorities.

#### (v) PROJECTION TECHNIQUE

The slides, film strips, or transparencies, must be made and tried in ample time beforehand, as first results do not always come up to expectations. In particular, verify by actual trial that lettering, figures and other essential features are readily visible to average middle-aged vision in the furthest seats. In the lay-out of pictures or diagrams for projections, aim at maximum simplicity. Cut all unwanted detail, so as to avoid distractions and to give more prominence to essentials.

Make speakers responsible for the design of their own slides, even though production may be centralised. It is also the responsibility of the speaker to perfect the cues for the projectionist.

Projectors, as well as slides and films, must be tested well beforehand. It is not good enough to do a trial *immediately* before the lecture, as this allows no time to correct possible faults or failure.

Focusing must be completed before the audience assembles and thereafter must not be touched *unless the projector itself is moved*. It is a common fallacy to suppose that a blurred slide can be sharpened up by

fiddling with the focusing adjustment. This is not so; the correct setting is governed solely by the distance between the screen and projector.

If the floor of the auditorium is level, the screen should be high enough for those behind to see it over the heads in front. Raising the screen may involve tilting the top toward the projector, as the top and bottom of the picture will not be in focus at the same time, unless the screen is truly at right angles to the line of sight from the projector.

In some projectors, the lamp is not fully screened in all directions, particularly the back and sides. Stray rays of light are distracting and make it more difficult for persons seated behind the projector to see what is on the screen. This must be overcome by shading or placing a portable screen between the projector and the audience.

House lights, reading lights and the need for proper darkening are dealt with below. Remember the audience cannot take notes while the room is darkened and it may be desirable to provide opportunities for this. Avoid turning the Study into a continuous lantern lecture; you may get surprises when the lights go up.

When the audience is required to read something on the screen, the lecturer must pause to give them time. They cannot be expected to read and listen simultaneously.

#### (vi) LIGHTING

This is much more important than is commonly supposed, probably because an audience troubled by wrong lighting is not always aware of what is at fault.

Unshaded lights in or near the line of sight from the audience are very tiring. They must either be screened or put out.

The light on the reading desk must be tested under the conditions in which it will be used, e.g., house-lights out and footlights or spotlights on. It must be adequate to read by, but no part of the glow must be allowed to fall on the screen, where it will spoil the picture; no part of the bulb itself must be visible to the audience.



The drill for putting the house-lights on and off to fit in with projection of pictures on the screen must be perfected. The ideal is a single master switch, preferably under the hand of the projectionist.

Unless special daylight projection equipment is in use, the showing of pictures in the day time requires the complete exclusion of light from outside. Half-measures are never satisfactory. It follows that the drill for Blackout must be rapid and changes made as seldom as possible. But you cannot exclude fresh air indefinitely !

#### (vii) ULTRA-VIOLET LIGHTING

It is possible to buy paints, tapes, and powders which will look one colour in ordinary light, but which will fluoresce to a different colour when a source of ultra-violet is turned on. This technique is helpful when it is desired to do a quick shift of scene on a map or model, such as showing the effects of a raid. As the ultra-violet sources take a few seconds to warm up, the illusion of growing fires can be created by not switching on the ultra-violet until the house lights are turned out.

These ultra-violet effects can be so striking as to distract the mind from the true purpose of the display. They must be designed strictly to bring out a lesson and not introduced solely for their decorative effect.

Trial sets of pigment can be bought cheaply and it is sometimes possible to borrow or hire a source of ultra-violet light. A competent electrical firm should be consulted.

#### (viii) PUBLIC ADDRESS EQUIPMENT

In large halls, a good set, properly used, can be invaluable. When results are unsatisfactory, this is more often the fault of the speaker than the equipment. In order to cut out extraneous and unwanted noises, microphones for speech amplification are usually designed to be insensitive to distant sources of sound. It follows that the speaker has to remain fairly close to his microphone. The best distance should always be found by actual trial beforehand, and once found must be adhered to within fairly close limits. Although the engineer can adjust the volume of noise reaching the

audience, he can do little to overcome the distortion that will result from speaking too close to or too far from the microphone. And, of course, he cannot compete with a speaker who is continually varying the distance. With some microphones, such as those used with walky-talky, better results are obtained by holding the microphone "sideways on" and to one side of the mouth. The effect is talking "across" rather than into it. For good showmanship, details such as this must all be discussed beforehand and made clear to the speakers.

The loudspeakers (or the microphone) must be so disposed that the output is away from and not towards the microphone. Otherwise, "feedback" will occur and the effect is always painful.

It is sometimes desirable to have more than one microphone. For example in a Brains trust it is convenient to have one microphone in front of each speaker. Or again the Chairman may want his own, and during question time there may be one or more microphones on wandering leads, carried by attendants to the would-be questioners. For this purpose, the microphones must have spring operated switches, which return to the OFF position when released. The Chairman must make it clear which wandering mike is to be used next. As an alternative to microphones on long wandering leads, walky-talky sets may be carried round, provided that a separate receiver, amplifier and loudspeaker system are available back-stage, to relay the speech to the audience.

Good modern amplifiers are fitted with Tone Control which will allow some compensation for defective elocution. If the speaker is slightly indistinct with the important consonants "S" and "T", these can be accentuated by stepping up the high frequencies. A thin reedy voice can be enriched by boosting the bass, but if this is overdone, distinctness will be lost. There is, however, a limit to what can be done in this way. The tone control can only accentuate or diminish. It cannot create sounds which are not there.

It is a common fault when adjusting the tone control to have too much bass and not enough treble. This may give pleasing results when relaying music, but the



emphasis should be reversed for speech for the sake of clearness.

#### 45. Other Details of Good Showmanship

##### (i) REPRESENTATION OF DAMAGE

Guidance on the use of models and maps for this purpose is given in paragraph 12 of the pamphlet entitled "The Estimation of the effects of Atomic Bomb attacks on Cities," which has been prepared by the Scientific Advisers Branch to assist in the local preparation of exercises involving an atomic explosion.

##### (ii) DEMONSTRATORS

When possible, the Demonstrator should NOT be the speaker, partly to avoid the speaker interrupting his talk and above all to run no risk of the common mistake of "talking into the blackboard".

##### (iii) POINTERS

Must be long enough for their work, particularly with large floor maps. If to be used in the dark, pointers must have a small flashlight at the tip, preferably red to minimise interference with vision.

##### (iv) EXTERNAL NOISES

It must be the responsibility of one member of the D.S. to stop, or preferably to prevent distracting noises outside, such as hammering or tipping coal.

##### (v) TEMPERATURE OF THE ROOM

Of vital importance, but often neglected. Coldness makes for misery, overheating for somnolence. Depending on the conditions outside, a comfortable temperature will usually lie between 62° and 68°F. The heating needs attention before the session begins and someone other than the Chairman should be responsible for regulating fresh air and warmth throughout the study.

#### 46. Discussion and Summing Up

The timing and conduct of studies must allow ample time for discussion and summing up, as these are most important. Much of the value will be lost if the

summing up has to be conducted in an atmosphere of impatience after the advertised time of ending.

To wind up the discussion, the Chairman may give a recapitulation of all the important points, and this could provide a useful summary for the report. Alternatively, he may prefer to be more selective, underlining those points which he feels were insufficiently stressed, bringing out points which he feels were overlooked and perhaps putting a different perspective on items which, in his opinion, were not handled correctly. Possibly this latter method is the more valuable, but it is also the more difficult to do.

#### 47. On Writing the Report

The usual difficulty is to know how much or how little to put in. This depends on the purpose of the report and the persons for whom it is to be written.

If the study is the first of its kind, a Pilot Study intended as a pattern for others to follow, it may be helpful if the report includes details of the administrative arrangements and copies of all papers issued before or during the exercise. Otherwise, most of this can be omitted.

Unless there are exceptional reasons to the contrary, syndicate answers should be summarised and not reported separately.

The short-hand typist's notes are only a means to an end, and not the end in themselves. The tendency to quote the whole proceedings verbatim must be firmly resisted, if the report is not to fail in its first requirement, which is to be readable. Remarks likely to influence planning or policy on either local or national levels, may be reported word for word and it is customary to report the summing up in full. The rest MUST be condensed and blue-pencilled rigorously, if correct deductions are to be drawn by the authorities to whom the report is rendered. Condensing takes time and effort.

Whether the report is intended solely for local distribution or additionally for Headquarters, there must ALWAYS be a summary of Lessons Learnt and a



list of points requiring action, on the first page or in the covering letter. If left in the body of the report, the conclusions may easily be overlooked. References to the appropriate paragraphs of the main report will enable the reader to obtain fuller information where desired.

Finally when rendering reports of civil defence exercises to the Home Departments they should be forwarded in triplicate and addressed to the Civil Defence Training Branch, or the Scottish Home Department as appropriate who will arrange suitable distribution and will ask for additional copies if needed.

## CHAPTER V. TEWTS

### (Tactical Exercises Without Troops)

#### 48. Preliminary Considerations

It is as well, for civil defence purposes, to reserve this title for exercises confined to battle tactics. Start with simple subjects, but do not make them too easy, or they will lack interest.

The aim must always be to TEACH certain definite lessons or principles, and not too many of them. Until the training is well advanced, there should be no attempt to test "snap" reactions. It will often be necessary to slow up the speed of events, especially during the deployment phase. Where this is done, a dummy clock should show "Exercise time".

After choosing the lesson(s) to be taught, draft the problem(s) and THEN write your setting.

Problems may be set for Controllers, Sub-Controllers, Heads of Sections and other Officers. They can be tackled by Syndicates or by individuals. If the syndicate method is chosen, encourage discussion and argument within the syndicates.

Deployment problems can be followed by others arising from civil defence casualties, reliefs and feeding.

As with other forms of exercise, it is advisable to make out for your own use a time-table to cover all the preparations to be made before the day.

There must be a D.S. solution to every problem, if only to ensure that the problem is solvable; good problems have more than one reasonable answer. The D.S. solution need not be given at the exercise unless (a) No syndicate solution reaches a satisfactory standard, or (b) It is required as the starting point of the next problem.

#### 49. Narratives

The considerations for TEWTS are rather different



from Studies. Try to avoid having to issue narratives beforehand. Whenever possible, give them verbally at the exercise. Narratives must be short and contain NOTHING that does not bear on the solution. Imaginary political situations are usually superfluous, but students must be given correct information about forces available, state of training and degree of national preparedness in respect of evacuation and shelters and the weather.

Never give more information than might be available in battle.

#### 50. Problems

These are normally issued in writing. After handing them out, students should be given time to read over the problems and to discuss with the D.S. before dispersing to work out their answers.

#### 51. Sand Tables, Tactical Tables and Models

There is no limit to the variation of these excellent visual aids, from flat canvas maps to elaborate three-dimensional scale models of built-up areas. Maps can be padded underneath to reproduce contours. Sorbo rubber attachments to the upper surface can represent houses or woods and yet allow the canvas to be rolled up. Models are expensive if made to order, but under proper direction, excellent results can be achieved by voluntary effort. The first thing is to be quite clear what the map or model is to teach and then to produce the simplest form of visual aid that will meet the purpose. It is quite possible for example to give a lesson or study on Reconnaissance with no model and only one map, in the following way :—

Put four separate small tables near the centre of a large room and label them to represent four different wardens' posts. In each of the four corners of the room, put another small table for use as Tactical Tables and label them to correspond with the nearest Warden's Post. At one end of the room put a blackboard, and at the other, a large table and map for

the Control Centre. While sitting at their warden's post tables, wardens are told what they can see and hear from the W.P. They then go out to make their reconnaissance which really means collecting a word picture from their tactical table in their own corner. Resultant wardens' reports are passed to the Control Centre and plotted. At the conclusion, wardens under training are shown the results of their messages on the plot.

Many other tactical lessons can be taught by similar improvisation.



These have been defined in paragraph 3. Although training is not the primary object, displays have to be most carefully rehearsed and are thus not without training value.

The display will require an arena, seating accommodation for the public, a car park and almost certainly public address equipment. If anything, the preparations need attention in even greater detail than for exercises, both as regards staging and administration.

The display must be spectacular to appeal to the public, but subject to the following over-riding considerations :—

- (a) The setting of every scene must be realistic.
- (b) The methods by which C.D. forces cope with the situation must be in accordance with approved C.D. training.  
This applies also to equipment.
- (c) It must be rehearsed until it is certain that the performance will be faultless. Displays which are open to criticism or ridicule can only do harm.
- (d) Production must ensure there are no gaps or awkward pauses. If the interest and attention of the audience are lost for only a moment, they will be the more difficult to recapture.
- (e) Maximum publicity must be arranged.

Lessons can sometimes be put across with added force by an initial demonstration of the *wrong* way in which to go about the task.

SERVICES THAT MIGHT TAKE PART

CASUALTY SERVICES—Base Hospitals, Cushion Hospitals, Casualty Collecting Points, Static First Aid Posts, Mobile First Aid Units, Ambulance Section.

CONTROL—Regional H.Q., Zone Control, Group Control, Main Control of Corps Authority, Sub-Controls, Sub-Divisional Controls, County District Controls.

WARDENS—At all levels.

RESCUE—Parties, vehicles and Depots.

AMBULANCE SERVICE—Parties, vehicles and Depots.

WELFARE SECTION—Teams for Rest Centres, Information, Emergency Feeding, Clothing, Billeting.

FIRE SERVICE—Local Brigade and A.F.S.

TRANSPORT—Railways and Bus Services.

POLICE—Local regular force and Special Constabulary.

PUBLIC UTILITIES AND THEIR REPAIR PARTIES—Water, Gas, Electricity (Supply and Distribution), Road and Transport Repair Gangs.

INDUSTRIAL CIVIL DEFENCE SERVICE—which includes Dock and Harbour Boards and River Authorities.

WORKS AND BUILDINGS EMERGENCY ORGANISATION



## APPENDIX "B"

### SUBJECTS FOR C.D. EXERCISES (ARRANGED ACCORDING TO SECTIONS)

#### (i) HEADQUARTERS SECTION

Message handling, with or without telephones	} For Control and Message Room Personnel
Plotting	
Passing orders and information	
Deployment of services using models, sand tables and ultimately real forces.	For Controllers, Sub-Controllers and Senior Staff.
Special Reconnaissance, reporting by telephone, by R/T or by Dispatch Carrier.	
Combination of all the above.	

#### (ii) WARDEN'S SECTION

Reconnaissance and Reporting, with Surface Casualties.

Basic Rescue and First Aid.

#### (iii) RESCUE SECTION

Practical rescue problems, deploying from Depots.

See also list of Routine Training Exercises, Rescue Manual pp. 277—279.

#### (iv) AMBULANCE

Collection and transport of live "casualties", including first aid to "faked" or labelled victims.

Co-operating with Mobile First Aid Units near the "Incident".

Co-operating with hospitals to test their casualty reception arrangements and changes of destination.

See also Manual of Basic Training, Vol. 1, Pamphlet No. 1, Ambulance Section, Chapter I and Appendix "G".

#### (v) WELFARE

Rest Centres, opening, running and closing.

Emergency Feeding, including improvised cookers.

Information, all aspects. General care of the homeless.

## APPENDIX "C"

### INCIDENTS THAT MIGHT BE INCLUDED

Fires, Large, Small, spreading and petrol or oil.

C.W. contamination of area, buildings, vehicles, persons.

B.W. and Radio-active contamination of area, buildings, vehicles, persons.

H.E. damage to roads, buildings and shelters.

Roads blocked by craters, debris, fallen trees, wrecked vehicles.

Trapped persons.

Surface casualties, all degrees of injury.

Control of Public, including Street Parties.



Control of homeless.  
 Unexploded Bombs or shell.  
 Crashed Aircraft.  
 Escaping petrol or oil.  
 Damage to :—  
   Gas Main.  
   Water Main.  
   Electric Supply Cables.  
   Sewers.  
   Public Transport.  
 Calls for Mutual support.

#### APPENDIX "D"

##### AUTHORITIES WHO MIGHT BE CONCERNED WITH EXERCISES

Armed Forces, C.O.'s of Naval, Military and R.A.F.  
 Establishments.  
 Chamber of Commerce.  
 Chief Constable.  
 Chief Fire Officer.  
 Civil Defence—  
   C.D. Committee and Chair-  
   man.  
   Controller and Sub-Control-  
   lers.  
   C.D. Officers.  
   C.D. Heads of Sections.  
   C.D. Instructors.  
   W.V.S.  
 Civic Dignatories and Elected Representatives.

} Local and Adjacent  
Authorities.

Hospital Management Committee, or Board, Senior  
 Administrative Medical Officers, Group Officers and  
 Secretary.

Industrial Undertakings.

Local Government Officers—

Clerk to the Council.  
 Architect.  
 Engineer.  
 Medical Officer of Health.  
 Surveyor.  
 Treasurer.

Ministries—

Agriculture and Fisheries.  
 Department of Agriculture  
   for Scotland.  
 Food.  
 Health  
 Department of Health for  
   Scotland.  
 Home Office.  
 Scottish Home Depart-  
   ment.  
 Housing and Local Govern-  
   ment.  
 Information, Central office of  
 Labour.  
 Transport.  
 Works.

} H.Q., Regional and  
Local Representa-  
tives.

Press.

Public Utilities—

Bus Companies.  
 Dock, Harbour and River Authorities.  
 Electricity, Supply and Distribution.  
 Gas Boards.  
 Railways.  
 Telephone Manager (G.P.O.).  
 Water Company.

Voluntary Aid Societies—

St. John Ambulance Brigade.  
 British Red Cross Society.  
 St. Andrew's Ambulance Association.



# EXERCISE No. 1

## APPENDIX "E"

Narrative : Small daylight raid.

A flight of 3 enemy aircraft drop a pattern of six 500 lb. H.E. Bombs and four clusters of Kilo incendiary bombs, the bombs and clusters falling in ten different Wards' areas.

Incident No.	Bomb	Damage	Casualties
1	500 lb. H.E.	Bomb in Main Street Gas Main Fractured	6 in street
2	500 lb. H.E.	Bomb in garden of villas Shelter exit blocked	4 trapped
3	500 lb. H.E.	Bomb in main road. Crater blocking road Water mains and sewers fractured	Nil
4	500 lb. H.E.	Unexploded bomb in gardens in a square in centre of town	Nil
5	500 lb. H.E.	Bomb on general store Foodstuffs damaged	4 trapped 3 wounded 2 dead
6	500 lb. H.E.	Bomb in narrow street. Shelter exits blocked for 2 families. Electricity mains cut	10 trapped Some wounded
7	I.B. (Kilo)	Fire in Joiner's Yard. Wood ablaze. Moderate wind	Nil
8	I.B. (Kilo)	Fire in lower storey. Persons trapped above (Bomb entered by window)	4 trapped
9	I.B. (Kilo)	Fire in villa No pressure in mains	6 burned and in- jured
10	I.B. (Kilo)	Fire in small factory	2 dead 2 burned
11	At Zero + 15 min. following message from group H.Q. :— "Despatch 4 Rescue Parties, 6 Ambulances, 4 Sitting Case Cars to rendezvous at.....acknowledge."		

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# EXERCISE No. 2

Narrative : Small day (or night) raid, H.E., and Incendiary.

A flight of 3 enemy aircraft drop a pattern of four 500 lb. H.E. Bombs and three clusters of Kilo incendiary bombs.

Incident No.	Bomb	Damage	Casualties
1	500 lb. H.E.	House in terrace hit	2 in street 4 in house
2	500 lb. H.E.	Block of flats. Bomb in courtyard Shelter exits blocked	20 trapped (6 wounded)
3	500 lb. H.E.	Bomb in street. Crater, partly street, partly pavement. Water, gas and electricity mains fractured	10 in street (4 killed and 6 wounded)
4	500 lb. H.E.	Unexploded bomb in back yard of row of workers' houses	Nil
5	I.B. (Kilo)	Fire in unoccupied factory in area of heavy fire risk	Nil
6	I.B. (Kilo)	Fire in house in terrace No pressure in mains	7 burned
7	I.B. (Kilo)	Fire in garage. Petrol alight (about 100 gals.)	6 burned
8	You are a Sub-Controller and at Zero + 15 minutes you receive a report that three large steel framed buildings in the centre of the town have been hit by H.E. and the panels have collapsed blocking a main thoroughfare and trapping the occupants in a public shelter, 400 inside. Some of the framework appears sound but other parts are warped and will obstruct clearance of debris. Your own available C.D. services are already fully occupied on other incidents.		

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### EXERCISE No. 3

**Narrative:** An important target area has suffered a SATURATION RAID of 500 tons of H.E. (500 lb. bombs) and 500 tons of I.B. (Kilo).  
On a half-mile length of the main debris barrier, the following incidents have occurred:—  
(The Debris Barrier is the irregular line or front beyond which vehicles are unable to proceed.)

Incident No.	Damage or Incident
1	20 surface casualties } located 100 yards inside debris barrier. 20 dead
2	One public shelter with 100 inmates, 200 yards inside debris barrier. All exits blocked, several fires on LEB side.
3	Shelter for 200, doors jammed. Two large fires to windward.
4	Two dangerous structures on opposite sides of otherwise serviceable main road.
5	Important highway blocked by two heavy trees and/or one large crater.
6	Terrace of two storey houses, damage varying from total destruction at one end to untouched at the other.
7	Row of shops with living accommodation over, lightly damaged on both sides of street, several fires on windward side.
8	No G.P.O. telephones, messengers getting tired.
9	Fire Officer reports unable to hold the fire front.
10	Message from Sub-Control states that following reinforcements expected in 30 minutes:—21 Rescue Parties, 10 Ambulances.
NOTE: All the incidents of Exercise No. 1 and No. 2 are appropriate to this exercise also.	

### EXERCISE No. 4

**Narrative:** A large industrial Town has been attacked with one ATOM BOMB and an unknown quantity of H.E. and I.B.  
On a half-mile length of the main debris barrier, the following incidents have occurred:—  
(The Debris Barrier is the irregular line or front, beyond which vehicles are unable to proceed.)

Note: Unless the standard of training is exceptionally advanced, the problems and action required should be discussed at a preliminary briefing session.

Incident No.	Incidents and Problems.
1-10	As for Exercise No. 3. No residual radio-activity problems in Incidents 1-10.
11	Two radial roads pass through your 1-mile front, leading through the devastated area toward GZ. The Controller orders one to be reserved for outgoing pedestrians, the other for wheeled C.D. traffic in both directions.
12	Wardens report that surviving Rest Centres are turning away large numbers of people.
13	An isolated survivor says he thinks an underground shelter for 500 people near GZ is full, but the inmates cannot get out.
14	A quarter of an hour after No. 13, the nearest Fire Officer says he thinks a fire storm may build up within an hour.
15	The Rescue parties are recovering trapped casualties faster than the Ambulances can remove them. 100 casualties on stretchers await removal. No ambulances in sight.
16	A message from the Damage Inquiry Point says that large numbers of apparently uninjured are reporting that they have been exposed to gamma flash.



CITY OF SHEFFINGHAM

2nd September, 1952.

Civil Defence Exercise "Pilgrim III"

1. OBJECT

The object is to develop team work within the Sections and to give enrolled members an opportunity of exercising in a war-time role.

2. DATE AND TIME

The Exercise will start at 19.30 on Tuesday, 16th September and finish at 21.00.

(Note : Sunset will be 19.00, British Summer Time).

3. SCOPE OF THE EXERCISE

Incidents at Victoria Barracks, in St. George's Square and inside the old Guildhall.

There will be sufficient H.E., I.B., and consequent fire, structural damage and casualties, to engage the attention of all taking part. There will be no war gas and no atom bomb.

4. FORCES TAKING PART

A. Civil Defence Corps

Headquarters—

Southern Sub-Control (Greetham Street)—

Sufficient members to man Operations Room and Message Room.

W/T Communications Team.

Wardens—

One Post Warden at the Guildhall, and sufficient volunteers to cover the three outside incidents and the internal message sending.

Rescue—

Two parties in two Rescue Vehicles, working from Central Depot.

One party in one Rescue Vehicle, working from the Ambulance Station, Milton Road.

Ambulance—

Four Ambulances and Two Casualty Cars, working from the Ambulance Station, Milton Road.

Welfare—

Damage Inquiry Points will be set up at the Victoria Barracks and St. George's Square incidents.

An Information Centre will be in operation in Central Library.

B. Police

Three Police Squads of Special Constables will be available at the Central Police Station, St. Michael's Road, with three Special Constabulary Transport Vehicles. A Police Liaison Officer will be stationed at Southern Sub-Control. On receipt of an Air Raid Damage message, squads will be despatched to each incident.

C. Auxiliary Fire Service

Will be deploying two appliances, one for Victoria Barracks and one for St. George's Square.

D. Hospital Service

(i) Casualties will be received at St. Mary's Hospital.

(ii) Mobile First Aid Unit—For purposes of this exercise, the Mobile First Aid Unit will be stationed at St. Mary's Hospital and, at an appropriate stage, will be called to the Victoria Barracks incident by the Directing Staff representing the Controller. It will be necessary to assign parking space for two vehicles and one motor cycle.



## 5. PRELIMINARY POSITIONS

Personnel taking part are requested to be in the following positions by 19.30 (Casualties by 18.15) on Tuesday, 16th September :—

- Headquarters—Sub-Control Staff to be closed up at Greetham Street, W/T Communications Team—as detailed.
- Wardens —Muster at Greetham Street or Wardens' Posts, as detailed.
- Rescue —Muster at Greetham Street at 19.00 (for transport to Central Depot or Ambulance Station, Milton Road).
- Ambulance —Muster at Ambulance Station, Milton Road.
- "Casualties"—Muster at Ambulance Station, Milton Road at 18.15.

## 6. CASUALTY WELFARE OFFICER

Mr. Knight, a member of the staff of the Sheffingham Group Hospital Management Committee, will be acting as Casualty Welfare Officer, to see that casualties suffer no unnecessary hardship as a result of weather or delays. He will be wearing plain clothes and the blue and white arm-band of the Directing Staff. He will be visiting St. George's Square, Victoria Barracks and the Guildhall in turn. Casualties in distress should appeal to him for help which will be off-the-record, i.e., is not part of the exercise.

## 7. CONDUCT OF THE EXERCISE

- At Victoria Barracks, the exercise will be started by a siren sounded from a police vehicle.
- At the Guildhall and St. George's Square, the exercise will be started by the firing of thunder-flashes.
- Information will be issued to Umpires beforehand and passed on by the Umpires to Wardens during Wardens' reconnaissance. This information will be word pictures of the situation in the immediate vicinity.

- Wardens will pass Air Raid Damage reports to Southern Sub-Control *vide* paragraph 9 (Communications) below. For this purpose, exercise names are being given to roads within the barracks.
- Subsequent action of Wardens at the incidents—as in war.
- Sub-Control will handle messages, and initiate out action and prepare "Sitreps" as in war.

## 8. COMPLETION OF THE EXERCISE

The exercise as a whole will cease at 21.00 or when so ordered by Sub-Control, whichever is the earlier. The end of the exercise will be signalled by a Police Siren at Victoria Barracks and by handbells at Guildhall and St. George's Square.

## 9. COMMUNICATIONS

From	To	Number to Dial
Wardens at Victoria Barracks	Southern Sub-Control	70740
Wardens at St. George's Square	Southern Sub-Control	70740
Wardens at Greetham Street	Southern Sub-Control	(Internal Telephones)
Wardens at Guildhall	Southern Sub-Control	by W/T
Southern Sub-Control	Ambulance Section	6807
Southern Sub-Control	Central Depot	70072
Southern Sub-Control	Fire Service	32278
Southern Sub-Control	St. Mary's Hospital (for Mobile First Aid Unit)	2476 Ext. 16

## 10. PRIVATE CARS

- Victoria Barracks*—These should park in Pembroke Road, where lights may be switched off.
- St. George's Square*—As directed by the Police on the spot.
- Guildhall*—Park on West side, opposite Central Library.



## 11. SUBSEQUENT DISCUSSION

Heads of Sections, (Acting) Party Leaders, (Acting) Senior Wardens and Umpires are requested to attend an informal discussion at Greetham Street immediately after the Exercise.

## 12. WET WEATHER ROUTINE

In the event of wet weather, a tactical demonstration and a general discussion will be held in the large recreation room at Greetham Street.

## 13. DRESS

In order to preserve uniforms, overalls will be issued to Wardens taking part.

### DISTRIBUTION LIST

#### TO :—

The Town Clerk.  
The Chairman and Members, Civil Defence Committee.  
The Chief Constable (2).  
City Chief Warden.  
Deputy City Chief Warden.  
The Chief Fire Officer (2).  
Head of Rescue Section (3).  
Head of Ambulance Section (3).  
The Chairman, Chamber of Commerce C.D. Committee.  
The City Architect.  
The Chairman, Civil Defence Association (2).  
Telephone Manager, Telephone House.  
Secretary, Sheffingham Group Hospital Management Committee (3).

#### INFORMATION COPIES :—

Controller Designate.  
Commanding Officer, Victoria Barracks.  
Command Passive Defence Officer.  
Garrison Headquarters.

Principal Officer, Home Office C.D. Region.  
County Civil Defence Officer.  
Assistant County C.D.O.  
C.D.O's Neighbouring Corps Authorities.  
Press.

Head of C.D. Welfare Section.  
Joint County Borough Organisers, W.V.S.  
Corps Superintendent, St. John Ambulance Brigade.  
The Commandant, British Red Cross Society.  
C.D.O., Southern Electricity Board.  
C.D.O., Sub-Area, Southern Electricity Board.

## APPENDIX "G"

### TYPICAL TIME-TABLE FOR A 2-DAY SYNDICATE STUDY

*(Note that times of starting on the first day and finishing on the second day are adjusted to suit travellers.)*

#### Exercise "Lifeboat"

##### TIME-TABLE

*Tuesday, 5th May, 1953*

10.00 Assemble.  
10.05 Opening remarks by the Director General of Training.  
10.20 The Principal Officers' Conference" (Playlet).  
10.35 Break for coffee.  
11.00 Syndicates consider Problem I.  
12.00 Syndicate solutions to Problem I.  
12.30 General discussion on Problem I.  
13.15 Break for Lunch.

14.45 The Regional Commissioner's Conference: (Playlet).  
15.00 Adjourn. Syndicates consider Problem II.



- 16.00 Break for tea.
- 16.25 Syndicate solutions to Problem II.
- 16.55 General discussion on Problem II.
- 18.00 Disperse.

(Press Conference).

Wednesday, 6th May, 1953

- 09.25 Assemble.
  - 09.30 "The Controller's Dilemma". (Playlet).
  - 09.45 Adjourn. Syndicates consider Problem III.
  - 11.00 Break for coffee.
  - 11.25 Syndicate solution to Problem III.
  - 11.55 General discussion on Problem III.
  - 12.55 Break for Lunch.
- 
- 14.00 Syndicates discuss the setting of the study.
  - 14.30 Syndicate remarks on the Study and General discussion.
  - 15.30 Break for tea.
  - 16.00 Summing up.
  - 16.45 Disperse.

## APPENDIX "H"

### HINTS TO SPEAKERS

#### 1. Preparing the Script

Get *all* your ideas sorted and all ground covered *BEFORE* starting to write out your script. Otherwise there will be numberless "afterthoughts", which wreck the continuity. Remember MOLIERE who, with a lot of blank sheets in front of him, said that he had finished his play and there was nothing left to do but write it down.

Try to think of your lecture, speech or essay in three phases, namely :—

Introduction, Middle and End. You can detect this in most modern plays. Bear this three-phase rhythm in mind, not only in preparation but in delivery.

The Introduction must be short and informal. It must be directly concerned with the subject and not a "Preface". It is not a bad rule, after writing the complete lecture, to cross out the first paragraph. More often than not the second paragraph makes a better beginning. The human brain resembles an old-fashioned gas jet that has been out of use for some time. When first turned on, a good deal of unwanted air comes out before the real gas.

Beware of first ideas and be ready to discard them. Cut out irrelevancies, however interesting. They lead away from your main theme and you may have difficulty in getting back. The audience gets fogged if side-tracked.

Cut out anything that does not interest you, because your apathy will inevitably be shared by the audience.

Keep clear of statistics, especially those you have to look up. If you, as master of your subject, have not got the figures in your head, they cannot really concern your audience. You must drive home your ideas without leaning on figures which the audience will never remember.

When *listening* to a talk, you would agree that its merit depended, not on the number of facts and ideas *given out* by the speaker, but on the amount *hoisted* in by the audience. Try to remember this still applies when YOU are the speaker.

Aim at *dinning-in* your main points. Every member of the audience should be able to carry away some definite ideas. To this end, deliberate repetition is sometimes permissible. Unintentional repetition, on the other hand, makes it obvious to the audience that you have started rambling.

Delay your main idea to the end. You must have a climax. If you state your conclusion in the opening sentence, with the intention of explaining it later, you may find that no one stays to hear the reasoning.

#### 2. How to Use the Script

When the occasion calls for a considered address, it is wise to write out the whole thing word for word.



You can then :—

- (a) Have the script in front of you when lecturing,
- or (b) Condense to notes and have them in front of you when lecturing,
- or (c) Memorise it.

Of these courses, you will probably find :—

- (c) Seldom worth the trouble,
- (b) Much the best when you have had some practice,
- (a) Gives confidence, but you must not read from it. If unable to tear yourself away from the script, take the greatest possible pains not to let the audience detect that you are reading.

If your script has been well constructed, there will be signposts or links leading from one paragraph to another. If lecturing from notes only, a good scheme is to have these links on your sheet of notes between the headings. These links jump one's memory more easily than the headings.

### 3. Giving the Lecture

Delivery must strike a happy mean between undue formality, which makes for dullness, and too much colloquialism which leads to loss of dignity. Avoid talking like a book. Incidentally, most books are too formal and most conversations ill-expressed and slangy. Both would be improved if they approached a little nearer the proper style for a lecturer.

Aim at simplicity and precision, and be pleasant to listen to ; severity of manner does not help.

Stand on both feet, exactly as in normal conversation. Don't lean or lounge, and above all, out of courtesy to your audience, keep both hands out of your pockets.

Gestures are permissible if natural and instinctive, but rehearsed gestures seldom get across. Don't "swim".

Don't fidget, it drives the audience to distraction.

Don't "um" and "er", which strain your listeners' patience.

Incidentally, you will never know about any of these mannerisms unless you get a candid friend to tell you.

Don't finish your piece by saying "Thank you".

### 4. Voice Production and Elocution

There is a limit to the improvement that can be made from reading, as opposed to personal coaching, but the following hints may help a little.

While a certain minimum volume of sound is indispensable, mere loudness is much less important than clearness.

Vowels are usually clearly audible, but consonants very often are not. Consonants are tremendously important and need particular care, especially when talking to middle aged and elderly people. The commonest symptoms of diminishing powers of hearing are growing inability to hear the s's and t's. Don't shout, as vowels swamp consonants when shouting.

While you could hardly confuse ROBOT and RABBIT, try your friend with RABBIT and RAPID. You can improve your consonants by reading "crossly" out loud ; for example "Don't do that".

Don't breathe too often. It makes you hoarse and out of breath, and your pauses come in the wrong places.

While the *PITCH* of your voice may drop at the end of a sentence, the *VOLUME* must not drop so far as to be inaudible. When this happens, it is usually caused by running out of breath before the end of a sentence.

To avoid monotony, your pace must vary. You obtain extra emphasis by slowing up.

Talk off the hard palate, throwing the voice forward. This is difficult to practice, but words beginning with



M automatically come off the hard palate. If you can achieve this, your voice will carry without effort or hoarseness. Talk to the people at the back of the hall.

## 5. Nerves

Stage fright and nervousness are no sign of incompetence. In a beginner, they are quite normal and healthy indications that the speaker is really keen to do his best. With artistic temperaments, growing experience does not necessarily banish nervousness. We are told Mr. Lloyd George was often nearly sick with nervous tension before big speeches.

On the platform, you *might* be thinking of three things—

Yourself

Your subject

Your audience

What you *should* be thinking of, is your Subject and how to "get it across" to your audience. If that is your main concern, as indeed it should be, self-consciousness will disappear.

## 6. Finally, the Over-Riding Consideration

In all your doubts of what to put in and how to say it, the one governing factor is always the *audience*.

Do they need it ?

Would it interest them ?

Can they take it in, the way I put it ?

Can they hear me ?

Will they remember it ?

7. The highest compliment will be if members of the audience say to you afterwards : " I do wish you had gone on a bit longer ". In other words you stop while the audience are still really interested.

## DUTIES AND TRAINING OF UMPIRES AND PRODUCERS

1. In civil defence exercises, the main obstacle to good tactical training will always be the difficulty of representing faithfully the conditions prevailing after the raid. This is really the task of the producers, but more often than not, the duties of umpiring and producing have to be combined. As bad umpiring can ruin even the best planned exercise, umpires must be selected with care.

2. To do their work properly and uphold their position with authority, umpires need to be more experienced and more competent than the leaders of the services with whom they are to work. It follows that only really good men should be chosen for umpiring and not just those who can most easily be spared. Where this presents difficulties, it may be possible to reach some reciprocal agreement with a neighbouring authority for exchange of umpires. Such an arrangement has advantages. It introduces the competitive element, which on the one hand makes umpires more attentive and critical, and on the other, leads volunteers to do their best to enhance the reputation of their unit. In some circumstances, it gives the umpires more freedom to speak their minds at the inquest after the exercise.

3. Unless those selected are already conversant with umpiring, some training in their special duties will be needed. A mere knowledge of civil defence with briefing for a particular exercise, will not be enough.

4. Tasks usually falling to Umpires are :—

- (a) To decide when action taken by civil defence personnel may be deemed effective.
- (b) To keep the next senior umpire informed of what is (or should be) going on.
- (c) To ensure that safety regulations are complied with and to check any dangerous actions.



- (d) To record the actions of Services, with times. As the importance of actions is not always immediately apparent, it is better to record too many than too few. A specimen log sheet is given below.
- (e) To make a report at the subsequent conference.
- (f) To see that the Director's time-table is being followed.

5. Umpires are in no sense commanders and must not give orders, except to avoid accidents or bad training, or to prevent the pre-arranged course of events from being seriously upset. Should it become necessary to intervene, the umpire should order "Standfast", explain to the leader of the party the mistake being made, show him the proper course of action to take and instruct him to begin again.

While on the one hand Umpires should interfere as little as possible, there is no point in letting people make fools of themselves or waste time over a fruitless course of action. On this point, the Director should make clear to all umpires, at a briefing session, the extent to which he wants them to give the benefit of their experience to those taking part.

6. At the briefing session, the Director or Chief Umpire should tell the umpires of any aspects to be specially watched and any times to be specially recorded; also how watches are to be synchronised.

7. Where shortage of trained and experienced men requires umpires also to act as producers, they will have to "paint the picture". This involves giving wardens and party leaders a clear verbal picture, leaving the leader free to decide what action is appropriate. It would be quite in order, for example, to say "There is a raging fire in the next house to windward" but it would be wrong to add "so you have not got long to complete your rescue here".

The information should be clear, concise and realistic, but, subject to the orders of the Director, must not exceed what would be available or visible in war. Umpires must make sure the services understand the picture they are painting.

The whole thing is imaginary and their imagination may need some help.

## 8. Do's and Don'ts for Umpires

### Do's

Keep in the general picture and know what is going on, particularly the development of the fire situation.

Be severe on inaction, negligence or carelessness.

Be less severe when pointing out mistakes, errors of judgment or faulty technique.

Look ahead, so that you can give a quick decision when needed.

If operations look like getting out of control, bring them to a halt; a pause is better than a farce.

Provided it is within the scope and spirit of the exercise, use your initiative and imagination to maintain interest.

Remember the success and value of the exercise largely depend on you.

Get your report in to the Chief Umpire by the time ordered.

### DON'TS

Do not give away information that is "Exercise Secret", particularly the forecast of events given to you as an umpire.

Do not indicate, by conspicuous behaviour or other means, where casualties may be hidden. Nothing is more exasperating to those taking part. Some relaxation of this rule may be permissible toward the end of a short exercise, when it is clear that reconnaissance has fallen short.

Do not in the first instance dictate to officers and party leaders what they should do. The services are under their orders, not yours. (This does not prevent umpires correcting action that may be dangerous or ill-advised.)

Do not leave an operation you are umpiring, until either it has come to an end, or you have handed over your responsibilities to another umpire.



## UMPIRES' LOG SHEET

Name of Umpire.....

## Umpiring with...

Date...

Serial	Incident	Time	Action taken by Unit or Individual	Remarks and Action taken by Empire (if any)