

ANNUAL PLAN

Cleveland Emergency Planning Unit



April 2010 – March 2011



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INTRODUCTION

Welcome to the Annual Plan for the Cleveland Emergency Planning Unit (CEPU) for the period 1st April 2010 to 31st March 2011.

The CEPU provides a comprehensive resilience, civil contingencies and emergency planning service to the four constituent unitary local authorities of Hartlepool, Middlesbrough, Stockton-on-Tees and Redcar and Cleveland. It is financed through a joint arrangement with Hartlepool Borough Council being the 'lead / host' authority and is presently located in the annex to Middlesbrough Fire Station, together with the Cleveland Police Emergency Planning Unit and Emergency Planning Officers from Cleveland Fire Brigade and the North East Ambulance Service.

This plan provides details about the Emergency Planning Unit; its work; what we intend to achieve over the forthcoming twelve months, and how we will do it. It will enable us to monitor our activities to determine whether or not we are achieving our aims and objectives and ensure that we achieve continuous improvement in our service delivery. It also helps to drive the individual work programmes of the emergency planning officers, reflecting new priorities and commitments and be used to identify appropriate training and development needs.

The CEPU is committed to the aims of:

- Ensuring the four local authorities meet their statutory duties under primary legislation, in particular the:
 - Civil Contingencies Act 2004;
 - Civil Contingencies Act (Contingency Planning) Regulations 2005;
 - Control of Major Accident Hazard Regulations 1999 (COMAH);
 - Pipeline Safety Regulations 1996 (PSR);
 - Radiation (Emergency Preparedness and Public Information) Regulations 2001 (REPPIR)
- Working with local partner agencies, particularly those defined as category 1 responders under the Civil Contingencies Act, we aim to provide and maintain robust and resilient multi-agency response capabilities.
- Managing the Cleveland Local Resilience Forum (LRF) to ensure that through co-operation and information sharing, the LRF meets its statutory processes and is the strategic voice across Cleveland ensuring effective multi-agency delivery of duties under the Civil Contingencies Act, other legislation and statutory guidance.

The CEPU is committed to real outcomes in preparation for an emergency so that the public will be well served by their local authorities prior to, during and after an emergency.

There has been many positive features within the past twelve months and it is with pleasure that I can report that the Emergency Planning Unit has had an excellent

year that has seen us move progressively forward and built upon our status as an Emergency Planning Beacon.

The continuing outcomes produced by the Emergency Planning Unit and recognition received, reflect the high standard and professionalism of all staff within the Emergency Planning Unit, especially when we have had three new members of staff join us during the year. Due to the specialist field of work, new staff are subject to a steep learning curve to gain the appropriate knowledge and experience to competently undertake the role and responsibilities of their post.

Again, like previous years, there have been numerous incidents, some of which had the serious potential to become major emergencies, but through planning, preparation and training by all concerned, these incidents were effectively dealt with and any effects minimised. The swine flu, although classed as an international pandemic event, thankfully did not materialise into the pandemic flu event forecast but throughout the year the planning and preparation undertaken for a pandemic influenza event was very time consuming but did allow us to collect useful information and test and exercise plans.

The present arrangement of a joint emergency planning unit covering all four authorities is seen nationally as 'best practice'. However, these arrangements were subject to a review in 2009 culminating in a report to the Tees Valley Chief Executives' Group in September 2009 when it was agreed to endorse the existing arrangements, with the recognition that the EPU provides real benefits in terms of value for money and the deliverance of integrated emergency management and response.

The CEPU can be said to be the "cornerstone" of resilience and emergency planning across Cleveland with the Chief Emergency Planning Officer managing the Cleveland Local Resilience Forum (LRF) on behalf of multi-agency stakeholders.

In 2010, we will see the Emergency Planning Unit, together with planners from the emergency services, move from its existing accommodation which has been its home for the past 15 years to new premises in Middlesbrough. Whilst the move will create its own challenges, it provides us with fresh impetus and the opportunity for a "good sort out".

More information about the Cleveland Emergency Planning Unit can be found on our web site at: www.clevelandemergencyplanning.info

Denis Hampson

Chief Emergency Planning Officer and
Local Resilience Forum Manager

April 2010



MISSION STATEMENT



Disasters or major civil emergencies can strike suddenly, unexpectedly and anywhere. We will therefore assess the risks, plan and prepare on behalf of the Local Authorities to ensure that our response is effective, efficient and protects the public from the effects of emergencies.

SECTION 1 OVERVIEW OF THE YEAR AHEAD – 2010/11

- 1.1 The primary aims of the Cleveland Emergency Planning Unit (EPU) are to ensure that the four local authorities meet their legislative obligations in respect of resilience and civil contingencies, whilst ensuring that there is an effective response to all major incidents and emergency situations regardless of their cause.
- 1.2 Through the work of the Cleveland Emergency Planning Unit, the local authorities are at the forefront of the preparedness for emergencies, working in partnership with other Category 1 responders as defined by the Civil Contingencies Act, particularly the Emergency Services. The building of frontline responders' capabilities to effectively plan for and respond to emergencies is a crucial element of the local resilience activity that is undertaken by the EPU on behalf of the four local authorities, with the objective to ensure safer communities through effective emergency planning.
- 1.3 As such, the EPU will ensure that appropriate plans are produced, reviewed, tested and exercised. But plans will only work if appropriate staff have an awareness of the plans and know what their roles and responsibilities are within the plans. It is therefore important that the Emergency Planning Officers identify appropriate staff from within the local authorities and provide them with awareness or specialist training. Such training gives those staff both confidence in the plans and their own abilities to enable them to fulfil their roles.
- 1.4 Legislation drives much of what the EPU does, principally the Civil Contingencies Act, its Regulations and Statutory Guidance but also due to the industrial landscape of Cleveland, the Control of Major Accident Hazard Regulations (COMAH).

The Civil Contingencies Act defines an "emergency" as:

- an event or situation which threatens serious damage to human welfare;
 - an event or situation which threatens serious damage to the environment;
 - war or terrorism which threatens serious damage to the security of the UK
- 1.5 This definition creates a whole range of possible incident scenarios for which we must plan and prepare and includes not just serious or major incidents but also something that may be classed initially as relatively minor but which has the potential to impact dramatically on the commercial, economical, societal and/or environmental wellbeing of the area and its communities. The consequences of any such incident have no respect for local authority boundaries, can be far-reaching and long lasting and the local authorities will be at or near the forefront of any response and the aftermath of any such incident.
 - 1.6 It is considered that a well informed public will be better able to deal with the consequences of a major or serious incident and allow them to sustain their own safety and that of their families and their neighbours. Therefore it is an essential pre-condition that they need to be aware of the risks in their area and know how they can protect themselves. This will be achieved through having a

well structured and current Community Risk Register, together with robust systems to warn and inform the public prior to, during and after an emergency.

- 1.7 Nationally, regionally and locally, there is greater emphasis being placed upon emergency planning and civil protection, with the Local Resilience Forum (LRF) being seen at the helm. The Chief Emergency Planning Officer as the Manager of the Cleveland LRF will work to ensure that the local authorities and the EPU are at the forefront of LRF work-streams, plans and policies.
- 1.8 The workload of the EPU continues to grow with new strands of work and expectations being placed upon emergency planners, principally through the demands for additional plans to meet new or emerging risks, with plans having to meet exacting external auditing processes. Much of this increased workload stems from the Civil Contingencies Secretariat (CCS) in central Government and the need for regional planning and the greater involvement of the Regional Resilience Team at Government Office for the North East. Further, there is a greater emphasis on auditing the work of the EPU. One example of this is the requirement that commenced in 2009 for the work of the Emergency Planning Joint Committee (Elected Members) to be subject to annual audit, not just in respect of financial overview of the EPU but also on the effectiveness of the EPU in carrying out its functions. This audit has created new costs to be incurred by the EPU.
- 1.9 Additional auditing of the work of the EPU commenced in 2009 through the national assessment programme created by the "Expectations and Indicators of Best Practice Set" introduced by the Cabinet Office (Civil Contingencies Secretariat) by which we will need to evidence that plans and capabilities are in place across all responders and are subject to regular review and testing. All seek evidence of the commitment by local authorities towards emergency and resilience planning.
- 1.10 A significant requirement upon the Local Resilience Forum is the need to produce and publish a Community Risk Register that identifies the risks of an emergency, locally, regionally and nationally. On behalf of the LRF, the EPU undertakes the primary role in the production and review of the register. However, through the register and working with partners, we are able to identify our primary risks and work to the predominant risks identified.
- 1.11 There are a number of predominant risks within Cleveland that we must focus upon, particularly those associated with our industrial heritage including the chemical industry and the nuclear power station. In respect of these risks the EPU must work to achieve legislative requirements placed upon local authorities and which have been delegated to the EPU to deliver upon.
- 1.12 Certainly the Civil Contingencies Act Enhancement Programme being spearheaded by the Civil Contingencies Secretariat within the Cabinet Office will have an impact upon the EPU. The programme will over the next year make requirements upon the EPU and other Category 1 responders to demonstrate how actions have or are being pursued to meet the numerous requirements of civil contingencies and resilience and to show the involvement of multi-agency

partners in planning, preparation, testing and exercising. Through the Chief Emergency Planning Officer, as Manager of the Cleveland LRF, much of this work will be directed through the Cleveland Emergency Planning Unit.

- 1.13 The EPU continues to build upon the success from the Beacon award achieved in 2007/08 on behalf of the four local authorities. The Beacon award confirmed that there “was a unique and vibrant partnership between the authorities and a wide range of bodies in the public, private and voluntary sector and excellence was demonstrated in all areas”. The award which identifies excellence and innovation in local government has created a number of opportunities to share our good practices with others and enhance our existing good reputation. Two examples of this are, firstly, the Chief Emergency Planning Officer represents emergency planners and local authorities on the Working Group set up by the Health and Safety Executive to move forward on the recommendations from the Buncefield enquiry as they affect future emergency planning and response. Secondly, the Chief Emergency Planning Officer has been invited by the European Commission to share knowledge and experiences with other EU states at a meeting in Madrid in respect of how we plan, test and exercise for the risks associated with the chemical industries in Cleveland.

SECTION 2 SIGNIFICANT WORK-STREAMS 2010-11

- 2.1 A great deal of the kind of work that the EPU has been engaged with over the previous twelve months will still be very relevant during 2010-11 but the work-streams and priorities described will both support the overall aims of the Cleveland Emergency Planning Unit and ensure that the public are well served by the local authorities in the emergency planning sector.

The present and future role of the EPU demands strong leadership committed to the management of change, setting and reaching milestones and targets, whilst maximising efficiencies. Therefore many of the work-streams have specific performance indicators attached to them, for example, there is a target to provide in-house training to at least 30 staff in each local authority.

2.2 Tall Ships' Race

Workloads have steadily increased over the past six months and are expected to remain high until after the Tall Ships Event in August 2010. In particular the Chief Emergency Planning Officer (CEPO) and two Emergency Planning Officers are heavily involved in the planning and preparation for the event and will be present in Event Control over the five day period whilst the event takes place. The CEPO chairs the event's Safety Advisory Group; Emergency Services' and Water Rescue sub groups and the EPU team will write the Event Control and Event Safety Plans. It is estimated that the event will attract 1 million visitors to Hartlepool and the surrounding area over the main period of the event and the aim is to ensure the safety of the huge volume of people that are expected to attend. Whilst the race will centre on Hartlepool, the event will have a "knock on effect" across the whole of the Cleveland area and also into Durham County and emergency planners will be working in conjunction with their counterparts from those areas.

2.3 Working with Industry

Due to the industrial makeup of this area, there is a continuing requirement for the EPU to work with the chemical industry, British Energy, the Hazardous Installations Division of the Health and Safety Executive and Environment Agency to ensure detailed off-site emergency response plans are produced, reviewed and thereafter audited through a rigorous testing and exercising regime. This work which is undertaken to ensure the local authorities meet their legislative duties is demanding, particularly in respect of time and commitment. The Cleveland area presently has 37 top tier sites regulated by the Control of Major Accident Hazard Regulations (COMAH) which is over 11% of all sites nationally. The CEPO is a member of a small working group chaired by the Health and Safety Executive Policy Division producing national guidance in line with the recommendations of the Buncefield enquiry. The guidance will be incorporated into plans and practices and form part of our exercise regime.

Akin to COMAH, the Pipeline Safety Regulations also require the EPU on behalf of the Local Authorities to produce detailed plans for the hazardous pipelines that transverse the Cleveland area. There are 8 major pipeline operators, with each having a specific plan in respect of the hazardous pipelines under their control and/or ownership.

The EPU will also ensure that there are communication strategies in place to warn and inform the public in the public information zones around the chemical sites, thus complying with one of the duties under the Civil Contingencies Act.

2.4 Civil Contingencies Act 2004

This Act, together with its suite of Regulations and statutory guidance, is the significant driver of emergency planning work. To ensure that the impact of any emergency situation is reduced or mitigated against, the EPU will work towards meeting the civil protection duties that fall on Category 1 responders under the Act. Local authorities, together with the emergency services and others are defined as Category 1 responders. Duties include:

- Co-operation between emergency responders;
- Information sharing between emergency responders;
- Completion of local risk assessments and the review of the Community Risk Register that is available to the public;
- Emergency Plans are produced, tested and exercised;
- Maintaining public awareness and arrangements to warn, inform and advise the public.
- Promotion of business continuity management to the commercial sector, particularly small and medium sized enterprises and the voluntary organisations.

Compliance with the Act will be audited through the “Expectations and Indicators of Best Practice Set” described in paragraph 1.9 of Section 1 and reports will be fed into the Local Resilience Forum. Further, during 2010 the EPU on behalf of the local authorities will, in liaison with other Category 1 responders, undertake the National Capabilities Survey which is used by the Government to ascertain both the level of compliance with the Civil Contingencies Act but also to ascertain the general level of emergency preparedness across the country. The gathering of the necessary evidence to support this survey is a big task.

2.5 Partnership Working

Effective partnership working is seen as a fundamental element in ensuring that the local authorities comply with their legislative requirements and to ensure that plans are workable and robust and resilience partners can work together should a major incident or emergency occur. Therefore time and effort will be spent on strengthening these partnerships, both within and across the local authorities and externally with the many and varied agencies and organisations, including the emergency services, voluntary sector, health, coastguard, harbour authority, military, Environment Agency, Health and Safety Executive and regional government offices’ and national government.

The EPU is acknowledged as the focal point for emergency management, best practice and advice throughout the local area and across partner agencies. Partnership working will include the Emergency Planning Officers working with and across local authority departments and divisions as the EPU cannot work in isolation but requires the commitment of other local authority staff.

The EPU will be involved in numerous arrangements to enhance close working and co-operation, including:

- Cleveland Local Resilience Forum, of which the Chief Emergency Planning Officer provides the management function and the CEPU, the secretariat function
- Local Resilience Working Group, chaired by the Chief Emergency Planning Officer.
- Cleveland Media Emergency Forum, chaired by the Chief Emergency Planning Officer.
- Exercise Planning Group
- Temporary Mortuary / Managing Excess Deaths Group
- Voluntary Agency's Group

A flowchart showing all the groups and the full extent of the links and involvement that the EPU has with partner agencies and others is shown on page 21.

2.6 Cleveland Local Resilience Forum (LRF)

The Chief Emergency Planning Officer manages the LRF on behalf of both the local authorities and multi agency partners. The EPU also provides the secretariat function. Under legislation the LRF is seen as the principal mechanism for multi-agency co-ordination, planning and information sharing between Category 1 responders. The LRF is not a statutory body but it is a statutory process and through the work of the Chief Emergency Planning Officer, the EPU is at the forefront of what the LRF does and is a primary driver of the LRF process and actions.

The workload of the LRF, primarily due to demands placed on it from central Government and in particular the Civil Contingencies Secretariat in the Cabinet Office, is increasing and the LRF has the audit function in respect of how Category 1 responders are meeting their requirements under the Civil Contingencies Act and Regulations. Therefore it has become a fundamental and necessary feature of the work-streams within the EPU to effectively deliver the duties under the Civil Contingencies Act and the strategies of the LRF, especially those that need to be developed in a multi-agency environment. The strategies of the LRF will be delivered through the Cleveland Local Resilience Working Group and the Cleveland Media Emergency Forum, both of which are chaired by the Chief Emergency Planning Officer, and their sub groups, most of which are led by Emergency Planners from the EPU.

2.7 Planning for Flooding and Reservoir Inundation

As a consequence of the PITT report into the serious flooding that occurred in 2007, requirements have been placed upon local authorities by the Department for Environment, Food and Rural Affairs (Defra) to have new comprehensive flood response plans in place which met national standards and fit a national template. The EPU produced the first draft of this plan by the target date of 31st March 2010 and has been adjudged by Defra to meet "very satisfactory" criteria. The next stage during 2010 is to improve upon the plan, consult widely on the plan, ensure action is taken on appropriate recommendations of the PITT Report and ensure the plan contains all the specific response elements

covering known areas of flood risk, for example, Yarm, Port Clarence and Skinningrove. This plan will supercede all previously held flood plans and be subject to annual audit by Defra.

Again to meet national requirements, the EPU will during 2010 produce a generic Reservoir Inundation Plan and specific Reservoir Inundation Plans for the 14 reservoirs within Cleveland that come within the definition used by Defra and the Environment Agency.

This work on flood and reservoir inundation planning will correspond with the work that is being undertaken in local authorities in respect of the new Water Resources Act as it relates to emergency and resilience issues and planning, specifically surface water flooding.

2.8 Writing of Emergency Plans

The development or review of the risk based major incident response plans is an essential role of the EPU. Due to the risks associated with the area and the number of plans involved, this activity is a large but necessary work commitment within the EPU. We must ensure that these plans incorporate the responsibilities and functions to control or mitigate the effects of an emergency.

Together with the specific plans already mentioned, work on other plans that will take precedence during the forthcoming year is:

- Review of the Borough Emergency Response Plan in each of the four councils.
- Review of Rest Centre Plans.
- Review of Pandemic Flu plans, especially in respect of Anti-viral Distribution Centres and Managing Excess Deaths.
- Review of the Cleveland Emergency Response Manual.
- Review of the Humanitarian Assistance plan.
- Production of Town Centre Evacuation plans, in conjunction with the Police Emergency Planning Unit.
- Evacuation plans for areas around potential hazards, for example, large chemical sites, so that evacuation assembly points are pre-identified, access/egress routes are planned and rest centres are known.
- Review of the Oil and Marine Pollution Plan.
- Plans and protocols to consider 'vulnerable people' and diverse communities, reflecting upon how they will be affected by specific emergencies and the assistance needed during and after the event.
- More action is required on media plans and protocols, including mutual aid arrangements and the pre-identification of "lead communicator" to a range of emergencies.

2.9 Training of Staff and the Testing and Exercising of Plans

Plans are of little use, if once they are written they sit on a shelf somewhere and are not looked at. It is essential therefore that staff who have roles and responsibilities within various plans are identified and then given the appropriate training, either through attendance on external courses or by internal training provided by or through the EPU.

It is intended to undertake or participate in nearly 60 exercises during the forthcoming year to test a number of plans, many of which will revolve around the COMAH plans to ensure the statutory requirements placed upon local authorities are met. The exercises will take a number of forms, being major live play, table top or command post. Non-COMAH exercises will include a 'cold call' out of hours test for members of the Local Authority Emergency Management Response Teams, two rest centre exercises and four multi agency training days. Following all exercises, debriefs will be held to determine any lessons learned and actions that need to be addressed.

The major exercise in 2010 is the Level 2 Emergency Response Exercise at the Hartlepool Nuclear Power Station which will be held on 19th May and involve the establishment of the Senior Co-ordination Centre at Police Headquarters, 'Silver Command' positions, the Council's Emergency Centre and a Survivor Reception Centre. This is a multi-agency exercise and will involve nuclear specialists and the Government Technical Advisor.

2.10 Voluntary Sector

The voluntary sector has an important role to play in supporting the Category 1 responders in response to many emergencies. It is therefore vital that we enhance our knowledge of all the voluntary agencies that may be able to assist both the local authorities and the emergency services during an emergency. We will build upon the work already undertaken to actively engage with voluntary groups to ensure that we are aware of the kinds of service the voluntary sector can offer and ensure their services are included in our local planning arrangements. This will include them being involved more closely with the training and exercise regime operated within Cleveland. The voluntary sector could also provide valuable assistance in the work that will be undertaken in respect of vulnerable people.

2.11 Risk Assessment

Continuing work will be undertaken to achieve risk assessments in relation to all the hazards and threats that might give risk to an emergency in Cleveland and how that risk could impact upon the local geographical area and the delivery of services by the local authority and other responders. The assessments will show what actions have been taken to mitigate the hazard or threat from occurring and the response mechanisms to such risks

This risk assessment process will ensure that a comprehensive Community Risk Register is produced and be subject to continual review. The register will be available to the general public on the CEPU and LRF websites. This risk assessment process will ensure that emergency planning is risk based.

2.12 Business Continuity Advice and Guidance

The EPU undertakes on behalf of the four local authorities the duty to promote business continuity planning and management, particularly amongst small and medium sized enterprises. Awareness raising activities, the production of advice literature and a plan template that businesses can use to develop their own plans will be produced and disseminated. Emergency Planners will also

assist business continuity champions in the local authorities in the preparation of plans for their councils and service areas/departments to ensure they can deliver their emergency response capability.

2.13 Promoting Emergency Planning

It is incumbent upon the Emergency Planning Unit to promote itself whenever and wherever possible and therefore we will continue to develop initiatives to ensure officers, staff and elected members within local authorities are aware of the role and responsibilities of the EPU, but also the public are made aware of emergency planning issues, so they are better prepared to protect themselves.

One initiative, following on from the successful 'Prepare for Emergencies' leaflet (Z card) in 2009, will be the design and production of bookmarks which will go to libraries for issuing with books loaned to members of the public. In addition, other ways to make the public more aware of civil protection and emergency planning will be pursued, including publicity, advice and information leaflets, road shows, seminars and school visits and a twice yearly newsletter.

2.14 Auditing and Monitoring

Greater scrutiny and inspection of our functions has been highlighted within this plan that will be undertaken through various audit and inspection regimes to determine how effectively emergency planning is being delivered. Internal control measures and review procedures will continue to be developed to compliment existing processes.

2.15 National and Regional Priorities, including the CONTEST Strategy

The Regional Resilience Team within the Government Office for the North East under the direction of a Deputy Director, together with a Regional Resilience Forum, is increasing placing demands on the EPU. The remit to determine what the region needs to have in place to combat a major incident that affects more than one 'sub region' or which has a regional dimension, impacts upon the work of the EPU and involves staff becoming increasingly involved with assisting in the development of regional plans and protocols, together with attendance at a myriad of meetings that sit alongside such planning. Such plans include 'cross border' involvement in CBRN, Mass Evacuation and Mass Casualties' projects.

The EPU will assist the local authorities with appropriate work relating to the Governments' "CONTEST" strategies (counter-terrorism), particularly the 'Prevent' and 'Prepare' strands relating to the risks concerning terrorism and the threat of terrorism. The 'prepare' strand will be developed to link into the emergency and contingencies duties and planning undertaken by the EPU and this will involve the CEPO and Senior Emergency Planning Officers becoming more involved with multi-agency CONTEST work-streams.

SECTION 3 STAFFING AND STRUCTURE of the CEPU

3.1 The structure:

- Chief Emergency Planning Officer
- One Principal Emergency Planning Officer and three Senior Emergency Planning Officers, each with dedicated responsibility to a local authority area
- Senior Emergency Planning Officer (Industrial Liaison) with responsibility for developing and reviewing COMAH / Pipeline Safety plans
- Three Emergency Planning Officers
- One Senior Administration Officer and Two Administrative Assistants (job share). The Administrative Assistant works 50% of time for Cleveland Police Emergency Planning Unit.
- One Resilience Forum Assistant (part time) – this post is wholly financed from contributions from member organisations of the Cleveland Local Resilience Forum

The structure, shown on page 20, also identifies the vacant post of a Resilience Officer. This post will depend upon the results of the present review being carried out of the Civil Contingencies Act and future status of Local Resilience Forums.

3.2 With the increasing workloads and commitments upon staff within the EPU, there is little, if any spare capacity within the EPU to absorb further work which may be generated by either new legislation or Government requirements. Further, the EPU has fewer staff than many emergency planning units across the country but Cleveland has an abundance of risks and this culminates in staff in Cleveland having a far greater workload than many of their counterparts.

3.3 The performance and effectiveness of the EPU is overseen by the Emergency Planning Joint Committee which is an Executive Committee that comprises of either the Mayor or an Executive Councillor from each local authority. The Chief Emergency Planning Officer also reports to the Tees Valley Chief Executives' Group.

3.4 To meet the challenges and demands of both the present and future requirements, there is the need for the EPU to:

- Be a committed and resourceful unit with a competent and motivated workforce;
- Have the correct structure with the right staffing levels;
- Have the right tools, including ICT, to do the job;
- Have the financial resources to be effective;
- Ensure there is clarity of purpose.

3.5 Staff within the Unit are dedicated, skilled, knowledgeable and professional in their specialist field of work and to achieve our future priorities and commitments, there must be the organisational capacity to deliver, with staff

possessing the requisite attributes and competencies and being pro-active in their duties. They must be able to make professional judgements on behalf of the local authorities.

- 3.6 Staff retention is essential as persons with the requisite skills and abilities or experienced emergency planners are difficult to recruit and it takes new staff about 2 years to gain the necessary skills and knowledge to undertake the role effectively within Cleveland.
- 3.7 Individual Senior Emergency Planning Officers have primary responsibility for one of the four councils, working from the EPU into the designated Borough.
- 3.8 The Principal and Senior Emergency Planning Officers will act as advisors to the Chief Executive and/or senior officers during any incident and where appropriate attend 'Silver Command' and act as the local authority liaison officer. The Chief Emergency Planning Officer is likely to attend 'Gold Command'.
- 3.9 The post of Senior Emergency Planning Officer (Industrial Liaison) is, due to the abundance of COMAH establishments and hazardous pipelines within Cleveland, an essential link to industry and that officer carries a heavy workload.
- 3.10 The three Emergency Planning Officers have lead responsibilities for specific aspects of emergency planning, for example, Community Risk Register, CBRN and Diseases of Animal plans and Warn and Inform arrangements.
- 3.11 The EPU provides a Duty Officer scheme and this is an important function of the Unit. It operates on a 365 day x 24 hour basis and provides a single point of contact for the emergency services and other agencies e.g. Environment Agency, Met Office, Food Standards Agency in respect of advice and for alerting and activating the local authority in the event of an incident. The EPU acts as a filter for the local authorities, making judgements on the extent of the need for local authority involvement, whether it be for information purposes only or when action is required. The Duty Officer uses their wealth of experience, local knowledge and expertise in making such decisions.
- 3.12 Emergency planners work to a three monthly work schedule agreed with the Chief Emergency Planning Officer that is structured to meet the aims and objectives and performance indicators set out in the annual plan.
- 3.13 The Emergency Planning Unit is co-located with the Emergency Planners from Cleveland Police, Cleveland Fire Brigade and North East Ambulance Service. Presently the EPU is based in offices that are leased from Cleveland Fire Brigade, but will move to new premises at Aurora Court, Riverside Park, Middlesbrough in the summer of 2010. The Cleveland Police Emergency and Operational Planning Unit consists of an Inspector, two Sergeants, seven Constables and a civilian support officer. This joint arrangement is unique to Cleveland and presents a professional image of emergency planning, raises

the profile of the service and provides an environment conducive to integrated emergency management.

3.14 This co-located Emergency Planning Unit provides a distinct advantage over those authorities who do not have such a facility. Further, having a Joint Emergency Planning Unit serving all four local authorities is a great advantage, provides economies of scale, helps to stop duplication of effort, assists in co-operation and information sharing and greatly assist in undertaking many of the duties. Other benefits of these arrangements include:

- Greater communication and involvement between all partners involved in emergency planning. This leads towards more 'joined up thinking' and engenders greater trust and confidence.
- Enhanced partnerships leading to greater collaboration, sharing of knowledge, expertise and a fuller integrated response to incidents.
- Developing improved protocols, linking into standard operating procedures and sharing best practice.
- Risk assessing to enable plans to be produced and reviewed with control measures identified to mitigate against major incidents.
- Horizon scanning and greater consultation to identify potential issues so that appropriate mitigation can be planned.

3.15 Emergency Planning Officers are intrinsically linked with a wide variety of groups or sub groups, often as chair person, which drive work associated with emergency and contingency planning. These include:

- Cleveland Local Resilience Forum (LRF). The Chief Emergency Planning Officer (CEPO) manages the LRF and the CEPU provides the Secretariat function to the forum.
- Local Resilience Working Group chaired by the CEPO.
- Cleveland Media Emergency Forum chaired by the CEPO.
- Cleveland Exercise Planning Group chaired by a Senior EPO.
- Temporary Mortuary Group jointly chaired by the Head of the Police Emergency Planning Unit and the Chief Emergency Planning Officer.
- Voluntary Agency's Group chaired by a Senior EPO.
- Standing Environment Group.

The flowchart on page 21 illustrates the extent of the links and involvement that the EPU has with regional and local partner agencies.

3.16 At a North East regional level, the Chief Emergency Planning Officer is a member of the Regional Resilience Forum with the Chief Executive of Hartlepool Borough Council who represents the Association of North East Councils. Emergency Planners from across the region are represented by the Chief Emergency Planning Officer on the Regional Media Emergency Forum (RMEF) and a Senior Emergency Planning Officer from Cleveland is also a member of the RMEF.

SECTION 4 BUDGET 2010 - 11

- 4.1 In line with joint arrangements for emergency planning, Hartlepool Borough Council as the lead authority administers the EPU budget, including the financial contributions towards the EPU from the four local authorities.
- 4.2 Funding for emergency planning mainly derives from contributions from the four local authorities who are allocated resources for emergency planning from central Government through the annual grant settlement.
- 4.3 Contributions are recovered from Cleveland Police and the North East Ambulance Service to meet costs associated with the shared accommodation at the Emergency Planning Unit and the half salary of an administrative assistant.
- 4.4 The non-salary budget for the EPU has been kept at below inflation figures over the past 3 years. Over 80% of the budget is used to meet salary costs.
- 4.5 There is a small growth in contributions from the four authorities for 2010/11, primarily to meet salary increments and non-pay budget inflation but this does not take account of costs associated with new premises at Aurora Court. The budget and contributions were contained within the Strategic Business Plan for Emergency Planning 2008 – 2011, approved by the Emergency Planning Joint Committee.
- 4.6 The EPU will move to new premises at Aurora Court, Middlesbrough within the first quarter of 2010/11 due to the present accommodation in the Annex to the Fire Station in Middlesbrough being needed by the Brigade as part of a future PFI build. This move will incur nearly a fourfold increase in accommodation costs (rent, services charges, rates) from present costs. Presently, the EPU has only been paying a peppercorn rent. This increase (£20,000) will be met from increased financial management and efficiencies.
- 4.7 The contribution from each of the local authorities is based on population figures and apportioned at £0.43 of Band D council tax. This formula was agreed by the Chief Finance Officers in 2005 and has been used since that time. It provides an equitable and robust principal for apportionment based on the risks and work performed in each of the local authorities. This same principal will continue to be used in future years to fix the impact at a standard amount based on band D council tax.

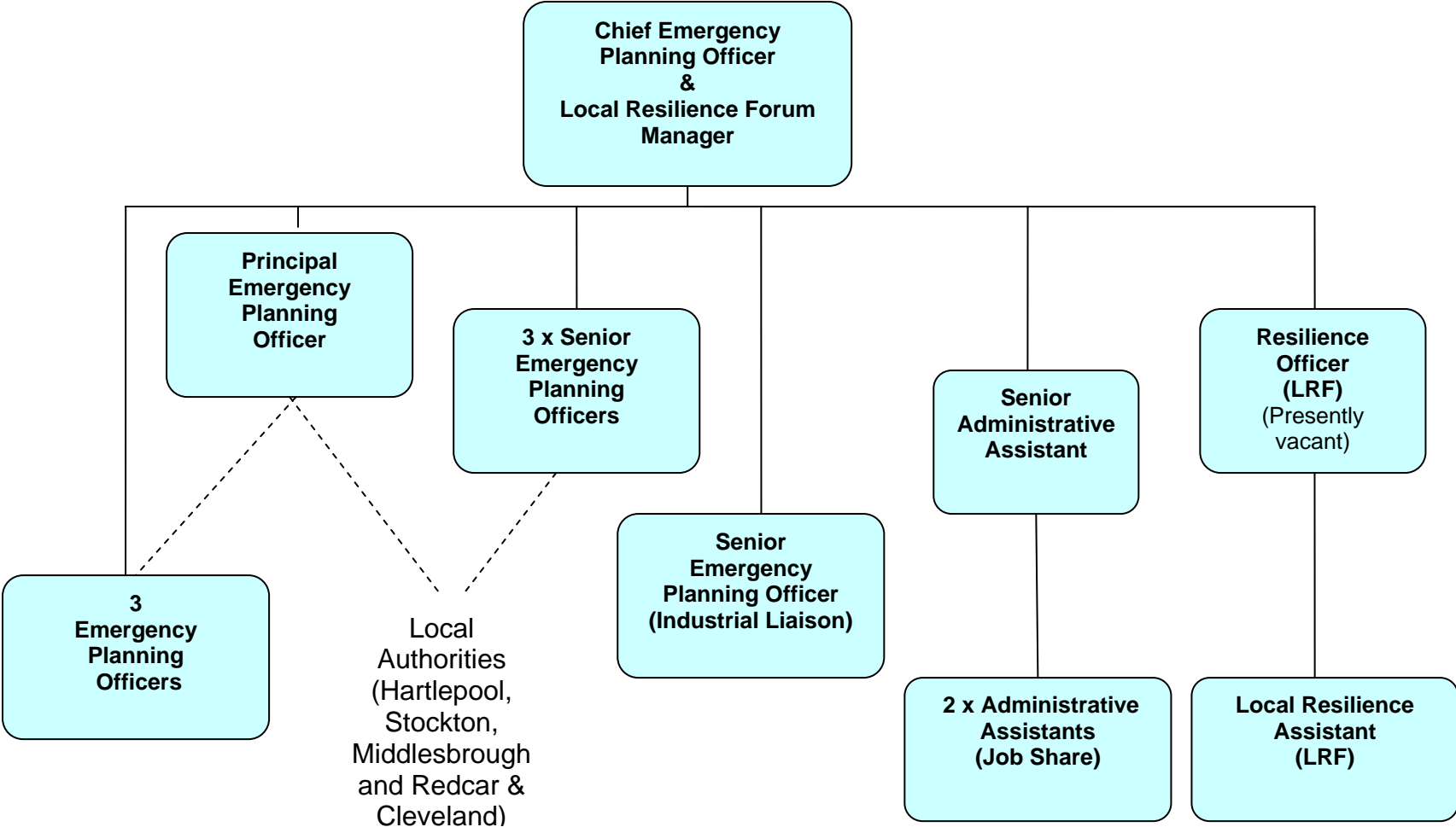
The local authority contributions for 2010/11 are:

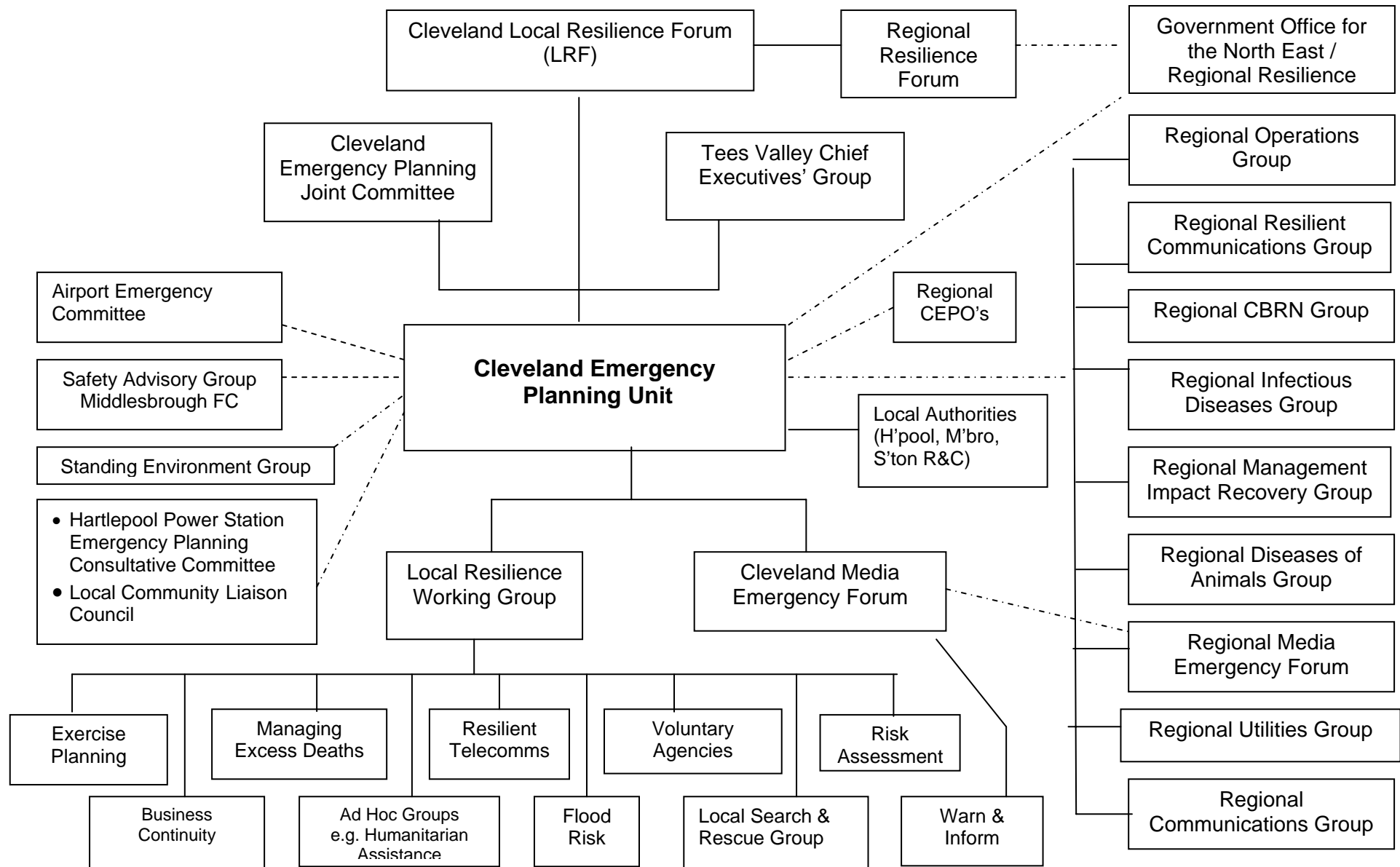
Hartlepool	£ 81,900	(79,447)
Middlesbrough	£129,448	(125,572)
Redcar and Cleveland	£115,536	(112,076)
Stockton-on-Tees	£149,554	(145,075)

2009/10 contributions shown in brackets.

- 4.8 There is also new expenditure that relates to the requirement for the functions of the Emergency Planning Joint Committee to be externally audited on an annual basis. This additional expenditure has arisen due to the Emergency Planning Unit and Committee being classed as an "Outside Body". The first audit was conducted in 2009.
- 4.9 Some money from reserves will be required to be used to assist with the move to Aurora Court, including removal costs and installing new communications networks, both computer and telephony. This has already been highlighted to the Emergency Planning Joint Committee and approval given.
- 4.10 Money from reserves will be used to cater for presently unaccounted for demands that may be placed on the EPU by new legislation or external pressures.

STRUCTURE





SECTION 5 AIMS and OBJECTIVES of the CLEVELAND EPU

AIMS

The primary aims of emergency planning are:

1. To provide a comprehensive and effective resilience, civil contingencies and emergency planning service to the four local authorities'.
2. To achieve an effective response to all major incidents and emergency situations regardless of their cause.
3. To ensure emergency response plans are produced, reviewed, tested and exercised.
4. To ensure the local authorities' meet their statutory obligations and duties under primary legislation, including:
 - (a) The Civil Contingencies Act 2004
 - (b) The Civil Contingencies Act (Contingency Planning) Regulations 2005
 - (c) The Control of Major Accident Hazard Regulations 1999, as amended
 - (d) The Pipelines Safety Regulations 1996
 - (e) The Radiation (Emergency Preparedness & Public Information) Regulations 2001
5. To provide effective management of the Cleveland Local Resilience Forum (LRF) to ensure delivery of those duties that need to be developed in a multi-agency environment.
6. To ensure communities are well prepared to respond to emergency incidents.

To achieve these aims we must also:

- Ensure we have planned and prepared an organised and practical response by the Emergency Planning Unit and Councils we service.
- Effectively contribute to the combined response of all the emergency services and other agencies.
- Have plans that are sufficiently flexible to deal with a range of situations that may increase in significance, duration and complexity.
- Be able to respond to incidents that are outside the normal experience of the local authority.
- Ensure that appropriate staff are identified, have the knowledge and expertise to enable them to respond effectively to a major emergency and receive the right training.

- Ensure the provision of a facility (emergency control centre) within each local authority from which co-ordination of an emergency would take place.
- Be an integral part of the Cleveland Local Resilience Forum structure.

OBJECTIVES

We will work towards a number of objectives, thus contributing to the achievement of the aims of the Emergency Planning Unit and the Local Authorities. Our primary objectives are:

- To ensure that the emergency planning service provided meets the needs of the four local authorities.
- To develop and review the emergency planning arrangements and response plans within the local authorities.
- To assess hazards and risks and plan accordingly, ensuring those risks are adequately represented in the Community Risk Register and the awareness of the public is raised to the risks within their area.
- To ensure that Emergency Planning Officers and appropriate local authority personnel receive appropriate training that allows them to develop the necessary knowledge and expertise, thereby enabling them to respond effectively to incidents.
- To establish, consolidate or improve partnerships with the emergency services and other agencies, particularly Category 1 and Category 2 Responders under the Civil Contingencies Act.
- To provide a robust and effective Secretariat function to the Cleveland Local Resilience Forum.
- To meet the statutory obligations placed on Local Authorities in respect of civil protection.
- To develop a robust and effective assessment and monitoring regime.
- To provide information to the general public on responding to and dealing with emergencies, thus ensuring they are better prepared for and can protect themselves and others in the event of a major incident.
- To ensure communication strategies and procedures are in place to deal with major incidents and service continuity planning.
- To provide an effective duty officer scheme, thereby ensuring an Emergency Planning Officer is always available.

- To ensure Senior Managers and Elected Members are informed of emergency planning and procedures and identified risks.
- To promote business continuity management within the local authorities but also to businesses and voluntary organisations through the provision of provide advice and assistance.

ETHOS

The characteristic spirit of the Cleveland Emergency Planning Unit is epitomised by our values and culture.

VALUES

To provide a professional and efficient service we will follow a number of core values that will be applied to all our activities.

- We will act with integrity, openness and respect to all users of our service.
- We accept responsibilities that flow from our work.
- We will continually strive to improve our service and performance.
- We will foster good working relationships with the emergency services, together with other agencies and stakeholders involved in the emergency planning process.
- We are conscientious, hard working, loyal and positive in all our tasks.

CULTURE

Culture is “the way things are done”. Within the Emergency Planning Unit our culture is based upon the following principles:

- A “can do” organisation.
- Team working and collaboration.
- Effective partnership working.
- Empowerment of staff.
- Openness to new ideas and initiatives.

SECTION 6 PERFORMANCE INDICATORS

To help manage and continually improve our performance and service and determine if we are meeting our aims and objectives, it is important that we have in place a number of performance indicators through which we can monitor and review our progress.

These indicators are all linked to our aims and objectives and to the priority work-streams and themes discussed in earlier sections. The indicators also help staff to be clear about their own objectives and targets, allowing them to assess how well they are personally performing in meeting both their own and the Units' objectives and targets.

Whilst many of the indicators are similar to last year, targets have been changed to reflect current priorities and work-streams.

New indicators have been added this year in respect of flood planning and recovery / humanitarian assistance planning to fit with new work and expectations placed on the EPU. A further indicator has been added in respect of compliments received or complaints made. The indicator for the Tall Ships Race that was introduced last year will 'run its course' this year and end after completion of the event in August 2010.

Also included are a number of "cross cutting indicators" used to monitor performance against the Regeneration and Neighbourhoods Department of Hartlepool Borough Council. The Emergency Planning Unit is a division within that department of the Council who are the "host" / lead authority.

NO	INDICATOR	OUTCOME	2010/11 TARGET
1	Develop and review emergency planning arrangements in each local authority	<ul style="list-style-type: none"> • To ensure each authority has an effective and up to date Major Incident Response Plan • To ensure departments / service areas have effective plans which are an integral part of the Councils Major Incident Response Plan • Staff are aware of their roles and responsibilities 	<ul style="list-style-type: none"> • Each Local Authority Major Incident Response Plan to be reviewed within the 12 month period, taking into account the departmental / service plans. • Conduct one call out / contact after hours exercise in each local authority
2	Provision of an effective Cleveland Community Risk Register (CRR)	<ul style="list-style-type: none"> • To ensure the local authorities' have identified and prioritised emergency risks in their area • Allows the public to be made more aware of the risks that could lead to a major incident • Provision of Project Leader who will chair the Risk Sub Group and further develop the community risk register 	<ul style="list-style-type: none"> • Ensure all significant local risks are addressed in CRR • Review the CRR on EPU & LRF web sites 6 monthly • Hold 4 meetings of Risk Sub Group to monitor and review the register • Report to Local Resilience Forum annually
3	Number of plans produced / reviewed for COMAH establishments. (as at 01.04.09, Cleveland has 38 top tier COMAH sites – 11% of national total)	<ul style="list-style-type: none"> • Meet statutory duties under the Control of Major Accident Hazard Regulations • Ensure Operator, Emergency Services Local Authority and other responders effectively deal with incidents • Validity of plans produced to satisfaction of Competent Authority 	<ul style="list-style-type: none"> • 8 plans to be reviewed or produced • Assess regional impact on all COMAH plans (Buncefield recommendation) • COMAH Overview document to be reviewed 6 monthly

NO	INDICATOR	OUTCOME	2010/11 TARGET
4	Provide an efficient duty officer scheme – 24/7 x 365	<ul style="list-style-type: none"> • Best Value • Ensure Local Authority are alerted to incidents so they can respond effectively • Provide effective response by Emergency Planning Officer(s) 	<ul style="list-style-type: none"> • 98% • Annual review of EPU telephone contacts and lists • Review of each local authority / EMRT contacts lists at least quarterly
5	Provide information to the public / residents about the EPU and on responding to and dealing with emergencies	<ul style="list-style-type: none"> • To ensure everyone is more aware of emergency and contingency planning so they are better prepared and aware • Provision of advice and guidance • Assist in meeting the statutory requirements of the Civil Contingencies Act 	<ul style="list-style-type: none"> • Produce 3 pieces of information material • Material made available on CEPU and LRF websites • Briefing note to responders on 3 subject matters, e.g. COMAH review, pandemic flu and resilient telecommunications
6	Provision of effective internet websites for both the Cleveland Emergency Planning Unit and the Cleveland Local Resilience Forum (LRF)	<ul style="list-style-type: none"> • Improved interaction with public / customers • Provision of system to inform the public of the risks associated with the area, allowing them to take any preventative actions felt appropriate • Provide focal point for public to gain information on emergency and civil contingencies planning <p>www.clevelandemergencyplanning.info</p> <p>www.clevelandlrf.org.uk</p>	<ul style="list-style-type: none"> • Web site reviewed every 28 days • New 'cover story' on CEPU website on a quarterly basis • Project leader to place new items on website within 5 days of receipt. • Publish events/training of LRF partners on website

NO	INDICATOR	OUTCOME	2010/11 TARGET
7	Rest Centre procedures and exercises	<ul style="list-style-type: none"> • To ensure staff, especially social services & voluntary agencies are better equipped to respond to incidents 	<ul style="list-style-type: none"> • One exercise/training event in each Council • Review Rest Centre boxes • Review Transport Plan
8	Planning for the Tall Ships Race in Hartlepool in August 2010	<ul style="list-style-type: none"> • To ensure the safety of public attending the event • To gain 'buy-in' from appropriate responders, particularly the emergency services and first aid providers • To ensure that an adequate event safety plan is prepared • To ensure that Command and Control facilities are created, together with an Event Control plan 	<ul style="list-style-type: none"> • CEPO to chair Safety Advisory Group and EPU to provide Secretariat for SAG • Hold bi-monthly meetings of SAG • Meet targets set in the Tall Ship's Project plan • Produce Event Safety Plan by 31st May • Complete Event Control plan by 31st May
9	Training of Local Authority and Emergency Planning Unit staff	<ul style="list-style-type: none"> • Best Value • Staff better able to respond effectively to incidents • Ensure effective use of resources 	<ul style="list-style-type: none"> • 8 local authority staff to attend external courses • 30 local authority staff in each Council to receive "in house" training • Hold 4 Local Authority Exercises (1 per Borough) • EP officers to receive average of 3 days training & Admin staff 1 day • Hold 3 multi-agency training days

NO	INDICATOR	OUTCOME	2010/11 TARGET
10	Conduct / participate in multi-agency exercises under COMAH / Pipelines / REPPIR Regulations	<ul style="list-style-type: none"> • To ensure those involved are better prepared to respond • Ensure plans work in practice • Lessons learned and required actions are taken forward 	<ul style="list-style-type: none"> • 10 COMAH exercises • 3 level one Nuclear exercises • Be major participants in planning for and response to major level 2 exercise on 19th May 2010 • Membership of HSE working group producing national guidance on testing and exercising
11	Ensure compliance with the Pipeline Safety Regulations through the review and writing of emergency response plans for hazardous pipelines	<ul style="list-style-type: none"> • Ensure Operator, Emergency Services, Local authority and other responders react effectively to incidents. • Comply with statutory requirements • Be part of HSE working group producing amended Regulations 	<ul style="list-style-type: none"> • Review 2 PSR plans • Undertake 6 monthly review of Pipeline's Overview
12	Time to produce an off-site emergency plan under the COMAH (Control of Major Accident Hazard Regulations) Pipeline Safety Regulations or Radiation (Emergency Preparedness & Public Information) Regs (REPPIR)	<ul style="list-style-type: none"> • Meet statutory duties of COMAH and Pipeline Safety Regulations / REPPIR • Ensure plans are in place to assist the Operator, Emergency Services, Local Authority and other responders to deal effectively with incidents • Ensure the Operator, Emergency Responders and Competent Authority are consulted appropriately 	<p style="text-align: center;">30 working days</p> <p>(from commencement of writing plan to sending draft out for consultation)</p>

NO	INDICATOR	OUTCOME	2010/11 TARGET
13	Increase awareness of emergency planning and the Civil Contingencies Act within the local authorities	<ul style="list-style-type: none"> • Best Value. • Crucial to ensure effective deliver & improvement of service • Provide awareness that Elected Members and Council employees can impart to persons within their community • Public through awareness are better prepared to protect themselves and their property and understand the reality of situations / emergencies. 	<ul style="list-style-type: none"> • Elected / LSP Members invited to attend seminar / training days provided by EPU • Minimum of three EMRT meetings to be held in each Borough where EMRTs are held • EPU staff to attend 2 public events for promotional purposes • Produce 1 article for inclusion on website of the local authorities
14	Effective partnership working on a multi-agency basis across the Tees Valley area, with particular reference to the Cleveland Local Resilience Forum	<ul style="list-style-type: none"> • Sharing information and knowledge • Improve liaison, knowledge and understanding assisting agencies to work more closely • Provision of an effective Local Resilience Forum through the CEPO as Manager of the LRF • Provision of an effective secretariat to the Cleveland LRF • Meet requirements of the Civil Contingencies Act 	<ul style="list-style-type: none"> • 4 LRF meetings • 4 meetings of the Local Resilience Working Group • 3 meetings of the Media Emergency Forum • 4 Ad hoc meetings • Produce LRF Digest for LRF Members quarterly • CCS Gateway Bulletins to be summarised, actions determined & disseminated to LRF Members within 5 days of receipt

NO	INDICATOR	OUTCOME	2010/11 TARGET
15	Promote Business Continuity Management to small and medium enterprises (SME's)	<ul style="list-style-type: none"> • Meet requirements of the Civil Contingencies Act • Promotes awareness to the wider community • Provision of shared information • Greater community involvement • SME's are more able to recover from the effects of an emergency 	<ul style="list-style-type: none"> • Continue working relation with Tees Valley Business Link & North East Chamber of Commerce • Produce 4 pieces of literature to go to SME's • Hold 3 meetings of the Business Continuity Sub Group • Present at 2 seminar / conference for SME's • Hold one half day seminar • Develop working relations with PCT's and other Cat 1 & 2 responder agencies
16	Increase involvement of the 'voluntary sector' in emergency planning	<ul style="list-style-type: none"> • Best Value • Improve liaison, knowledge and understanding between all parties • Meets central government guidance 	<ul style="list-style-type: none"> • Hold 4 meetings with Voluntary Agencies • Involve one or more agencies in 2 exercises • 4 training sessions / presentations to or with Voluntary Agencies • 1 'live play' rest centre exercise involving voluntary agencies • Conduct 1 out of hours contact exercise.

NO	INDICATOR	OUTCOME	2010/11 TARGET
17	Meetings with Partnership Agencies and Organisations within the North East region	<ul style="list-style-type: none"> • Sharing information • Improve liaison, knowledge and understanding, thereby assisting agencies to work more closely • Dissemination of minutes to interested parties 	<ul style="list-style-type: none"> • 3 meetings with Regional Resilience Team (GONE) • 8 meetings with regional operations groups e.g. CBRN, Media, Utilities • 4 Ad hoc meetings
18	Business Continuity Plan for the Emergency Planning Unit	<ul style="list-style-type: none"> • Meet requirements of the Civil Contingencies Act guidance • Ensure staff can react effectively to an incident affecting the EPU • Best Value 	<ul style="list-style-type: none"> • Review CEPU plan once per year • Conduct exercise involving the plan
19	Event Planning	<ul style="list-style-type: none"> • Ensure health and safety aspects at events are covered • Produce or ensure event emergency response plans are produced • Events include Mela, Cleveland show, Music Live, Tall Ships, large Firework Displays, etc 	<ul style="list-style-type: none"> • Work with the Event Planning Teams to produce appropriate documents • Provide 100% requests for assistance from Event teams • Produce event plans for 10 events • Provide SAG guidance in consultation with councils and emergency services

NO	INDICATOR	OUTCOME	2010/11 TARGET
20	Develop and review plans for flooding	<ul style="list-style-type: none"> • Meet requirements of integrated emergency management • Meet recommendations of the Pitt Report • Ensure plans are robust to deal with a variety of flooding incidents • Validity of plans produced to satisfaction of Defra and Environment Agency 	<ul style="list-style-type: none"> • Review Adverse Weather protocol • Produce multi agency flood response plan by Sept '10 • Review plan by March '11 • Conduct one exercise with flood scenario • Produce generic Reservoir Inundation Plan by September 2010
21	Recovery and Humanitarian Assistance planning	<ul style="list-style-type: none"> • Meet requirements of integrated emergency management • Have effective plans in place • Meet Civil Contingencies Secretariat "Expectations and Indicators of Best Practice Set" • Meet requirements set out in statutory guidance "Emergency Preparedness" • Ensure responding / participating agencies are aware of their roles and responsibilities 	<ul style="list-style-type: none"> • Produce 'Influx of British Nationals' plan by July 2010 • Review both the Recovery Plan and the Humanitarian Assistance Plan by December 2010 • Conduct 1 exercise or hold 1 multi agency training day
22	Number of written compliments or complaints received within the unit	<ul style="list-style-type: none"> • Best Value • Assists with Appraisals • Good management practice 	<ul style="list-style-type: none"> • All to be recorded and acknowledged within 3 days of receipt • 10 written compliments • No more than 2 written complaints

NO	INDICATOR	OUTCOME	2010/11 TARGET
23	Circulation of minutes of meetings and other information received within the unit	<ul style="list-style-type: none"> • Good administrative practice • Allows information to be shared • Actions are identified and dealt with • Timely circulation of relevant information on emergency planning issues 	<ul style="list-style-type: none"> • Circulated within 8 working days of meeting date • Circulation of other material within 5 days
24	(a) Invoices received in Emergency Planning Unit processed & sent to finance section for payment. (b) Submission of requests for invoices for exercises and/or plans	<ul style="list-style-type: none"> • Best Value • Improve the internal administrative working of Emergency Planning Unit • Effective cost recovery 	<ul style="list-style-type: none"> • Code / authorise payment within 2 days of receipt (Integra system) • EPO's to provide costing within 7 days of exercise or plan completion

CROSS CUTTING INDICATORS – HARTLEPOOL BOROUGH COUNCIL (HOST AUTHORITY)

NO	INDICATOR	REGENERATION & NEIGHBOURHOODS DEPARTMENT 2010/11	EPU 2010/11
1	Completion of staff appraisals	100%	100%
2	Average number of days training per employee	3	3
3	Average number of days lost to sickness	10.5	8.00

