

ANNUAL PLAN

Cleveland Emergency Planning Unit



April 2011 – March 2012



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INTRODUCTION

Welcome to the Annual Plan for the Cleveland Emergency Planning Unit (CEPU) for the period 1st April 2011 to 31st March 2012.

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 located in offices at Aurora Court, Riverside Park, Middlesbrough, 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 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 & Public Information) Regulations 2001

It will achieve this through working with local partner agencies, particularly those defined as Category 1 and 2 responders under the Civil Contingencies Act, to provide and maintain robust and resilient multi-agency response capabilities. It 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.

Further, through the management and secretariat functions undertaken on behalf of the strategic multi-agency Cleveland Local Resilience Forum (LRF), the CEPU will ensure that co-operation and information sharing is enhanced and the LRF remains the strategic voice across Cleveland to ensure effective delivery of duties under the Civil Contingencies Act, other legislation and statutory guidance.

Fulfilment of the duties, aims and objectives set out in this plan is the cornerstone of ensuring that the area of Cleveland is resilient to a full range of threats and hazards. It is also important as the financial and reputational implications of insufficient planning can be enormous for the local authorities and the area in general. Whilst all organisations and agencies have their own priorities and often competing demands, major incidents can and do happen and so planning for emergencies, particularly when considering the vast array of risks within the Cleveland area, is crucial particularly more so in these current financially austere times.

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The CEPU has not been immune from the recent spending cuts in local government, with the consequence that the CEPU is seeing a cut of 10% to its budget in the year ahead and more in future years and this will place strains on the service that the CEPU provides to the local authorities and multi-agency partners. However, in these challenging times the CEPU is fully committed to meeting the legal and professional responsibilities in respect of civil contingencies, resilience and emergency planning in the public interest.

There have 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; built upon our status as an Emergency Planning Beacon and share our good practices with others. The Chief Emergency Planning Officer continued to represent emergency planners and local authorities nationally on Working Groups chaired by the Health and Safety Executive to implement the recommendations of the Buncefield enquiry. Further, the Chief Emergency Planning Officer shared his knowledge and experiences with delegates from the European Commission in Madrid in May 2010 in respect of how we plan, test and exercise for the risks associated with the chemical industries in Cleveland.

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 and the present arrangements of a joint emergency planning unit covering all four authorities which is seen nationally as 'best practice'. There is recognition that the EPU provides real benefits in terms of value for money and the deliverance of integrated emergency management and response.

The specialist field of work undertaken by staff necessitates them gaining in-depth knowledge and experience and having a variety of professional competencies to enable them to properly undertake the role and responsibilities of their posts.

It is considered that the CEPU is the "cornerstone" of resilience and emergency planning across Cleveland, linked with the Chief Emergency Planning Officer managing the Cleveland Local Resilience Forum (LRF) on behalf of multi-agency stakeholders.

Finally, this will be my last Annual Plan for the CEPU as I shall be retiring on 31st May 2011 after 8 years in post. I would therefore like to record my appreciation to senior officers, elected members and staff for their support to both myself and the CEPU during that time.

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 2011



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 – 2011/12

- 1.1 The primary aim of the Cleveland Emergency Planning Unit (EPU) is to ensure that the four local authorities meet their legislative obligations in respect of resilience, civil contingencies and emergency planning, 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 EPU, the local authorities are at the forefront of the preparedness for emergencies, working in partnership with other Category 1 and 2 responders, particularly the Emergency Services and Health Agencies. 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, with the objective of ensuring 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 their roles and responsibilities contained within the plans. It is therefore important that the Emergency Planning Officers continue to identify appropriate staff within the local authorities and provide them with awareness or specialist training. Such training gives those staff confidence in both 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) and Pipeline Safety Regulations.

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 will 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

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essential that they need to be aware of the risks in their area and know how they can protect themselves. This will be achieved through the publication of a Community Risk Register that reflects local risks, together with robust systems to warn and inform the public prior to, during and after an emergency.

- 1.7 Both nationally 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 shows no signs of abating, with new strands of work and expectations being placed upon emergency planners, principally through the demands for additional plans to meet new, perceived or emerging risks and for plans to meet nationally agreed templates and/or exacting external auditing processes. Much of this increased workload stems from the Civil Contingencies Secretariat (CCS) in central Government and there is an expectation that the newly created sub national resilience structure will create additional demands as the structure attempts to establish itself. There is greater emphasis on auditing the work of the EPU, for example, an annual external audit carried out on the work of the Emergency Planning Joint Committee (Elected Members) and a yearly local authority internal audit of the EPU. Further, the national "Expectations and Indicators of Best Practice Set" created by the CCS requires evidence to be produced that shows 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.
- 1.9 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. The EPU on behalf of the LRF undertakes the primary role in the production and review of a well structured and current register. However through the register and working with partners, we are able to identify our primary risks and work to the predominant risks identified.
- 1.10 There are a number of predominant risks within Cleveland that we must focus upon, particularly those associated with our industrial heritage including the petro-chemical industries 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.
- 1.11 Certainly the Civil Contingencies Act Enhancement Programme being spearheaded by the Civil Contingencies Secretariat is having an impact and 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 EPU.

SECTION 2 SIGNIFICANT THEMES 2011-12

2.1 Much of the work that the EPU has been engaged with over the previous twelve months will still be very relevant during 2011-12, but the following work-streams will both support the overall aims of the Emergency Planning Unit and ensure that the public are well served by the local authorities in the emergency planning, resilience and civil contingencies 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.

2.2 Civil Contingencies Act 2004

The Act, together with its' suite of Regulations and Statutory Guidance, is the significant driver of most 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 the local authorities as Category 1 responders under the Act. 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.

The vast amount of work undertaken within the EPU to ensure compliance with the Act by the local authorities cannot be overemphasised. The "headline" duties create the many strands of work and tasks undertaken by the EPU.

2.3 Working with Industry

Due to the industrial makeup of the Cleveland area, there is a continuing requirement for the EPU to work with the petro-chemical industry, British Energy, the Hazardous Installations Division of the Health and Safety Executive and the Environment Agency to ensure detailed off-site emergency response plans are produced and/or reviewed. Thereafter they are subject to audited through a rigorous testing and exercising regime. This work which ensures the local authorities meet their statutory duties under primary legislation is demanding, particularly in respect of time and commitment. The Cleveland area has 35 top tier sites regulated by the Control of Major Accident Hazard Regulations (COMAH) which is over 11% of all sites nationally. The EPU is also working with Industry to ensure the lessons learned from the Buncefield incident, together with the recommendations/guidance from the resultant enquiry are incorporated into plans and practices and form part of our exercise regime.

Akin to COMAH, the Pipeline Safety Regulations also require the production of 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. Presently whilst there is no requirement to test and exercise pipeline plans, many of the plan elements are tested and exercised, for example Command and Control features, within the testing and exercising regime undertaken within Cleveland by Category 1 responders.

A plan is also required for the Nuclear Power Station at Hartlepool to meet legislation and requirements set by the Nuclear Installations Inspectorate. The plan is subject to a number of exercises each year involving the EPU.

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 COMAH sites and the nuclear power station, thus also complying with one of the duties under the Civil Contingencies Act.

2.4 **Cleveland Local Resilience Forum**

The Chief Emergency Planning Officer manages the LRF, with the CEPU providing 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. Whilst the LRF is not a legal entity, it has a collective responsibility to plan, prepare and communicate in a multi-agency environment. 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.

The role of the LRF is increasing, reiterated through the production by the Civil Contingencies Secretariat in March 2011 of a document entitled "The Role of Local Resilience Forums: A Reference Document" which highlights the key aspects that demonstrate robust compliance with the duties under the CCA 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 and delivery mechanisms are managed by the Chief Emergency Planning Officer through the Cleveland Local Resilience Working Group, the Cleveland Media Emergency Forum and their sub groups, most of which are led by Emergency Planners from the EPU.

2.5 **Beacon Status**

The legacy of the Beacon award for emergency planning continues to involve the EPU in providing advice and information on best practice to others, particularly in respect of COMAH planning and exercising and the joint working arrangements of the EPU. The Beacon assessment team 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 EPU will strive to maintain this outstanding

achievement and demonstrate the outstanding areas of best practice in Cleveland through a variety of channels including presentations at national conferences; involvement in learning exchanges; promotion of our learning activities and working closely with national bodies on emergency planning issues.

2.6 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, with resilience partners working together should a major incident or emergency occur. Therefore time and effort will continue to 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 government offices'.

Currently there are a number of significant changes occurring within several of the external agencies that the EPU dovetails into, with the potential resultant requirement to establish new relationships and adopt plans and practices to align them with the new structures. An example of this is the abolition of the regional resilience team previously based in Newcastle as from 31st March 2011 and with it, the array of North East regional resilience plans, to be replaced by a founding 'northern' resilience team based in Leeds.

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 later.

2.7 Flooding Project in liaison with the Environment Agency

The EPU will, in liaison with the Environment Agency (EA), review and enhance the multi-agency Flood Response Plan which follows the national template

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produced by Defra. The plan will be expanded to contain specific response elements covering known areas of flood risk, for example, Yarm, Port Clarence and Skinningrove. The ongoing work will continue to produce a generic Reservoir Inundation plan, with specific sections relating to the six reservoirs within Cleveland, as defined by national criteria. The EPU will also work with partners over the implementation of the new Flood and Waste Management Act as it relates to emergency and resilience issues and planning, specifically surface water flooding.

The EPU has been successful in receiving money from the Environment Agency to embark on a three year project from April 2011 to enhance the flood resilience of communities within Cleveland. This is a 'sister project' to successful pieces of work that have been delivered in Northumberland and Durham over recent years. Specific objectives include working with communities to increase their awareness and understanding of flood risk and improve their ability to respond effectively and safely. This project will be undertaken full time by one member of staff working to an implementation plan which contains milestones to be achieved. The project will be managed by the Chief Emergency Planning Officer and overseen by a Steering Group.

2.8 Writing of Emergency Plans

Risk based major incident response plans which incorporate the responsibilities and functions that control or mitigate the effects of an emergency is an essential work-stream of the EPU. The plans that will take precedence during the forthcoming year are:

- Review of the Borough Emergency Response Plan in each of the four councils
- Reviewing of Rest Centre Plans
- Pandemic Flu planning, especially in respect of Anti-viral Distribution Centres and Managing Excess Deaths
- Review of the Humanitarian Assistance plan
- Evacuation planning for areas of identified risk, for example, areas close to large chemical sites or prone to flooding, so that evacuation assembly points are pre-identified, access/egress routes are planned and rest centres are known. This will complement the Town Centre Evacuation Plans produced in early 2011.
- Review of the Oil and Marine Pollution Plan
- Plans and protocols to consider 'vulnerable people' and diverse communities. Special consideration will be given to how they will be affected by specific emergencies and how they will be assisted during and after the event. Work will attempt to identify where vulnerable persons reside, the extent of their vulnerability, what extra resources would be required to assist them in the event of an emergency and a protocol for sharing such information in the event of an emergency including contact details.
- Further development of media plans and protocols, including mutual aid arrangements and the pre-identification of "lead communicator" to a range of emergencies.

2.9 Voluntary Sector

The voluntary sector has an important role to play in supporting the Category 1 responders in response to many emergencies. 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 closely involved with our training and exercise regime. The voluntary sector may also provide valuable assistance in the work that is being undertaken in respect of vulnerable people and also with other aspects of community involvement.

2.10 Risk Assessment

Work will continue on developing risk assessments in relation to all the hazards and threats that might give risk to an emergency in Cleveland, showing how those risks could impact upon the local geographical area and the delivery of services by the local authority and other responders. It is our intention during the forthcoming year to concentrate more on local risks and hazards, rather than national or regional risks and the risk descriptors provided by central Government, showing what actions have been taken to mitigate the hazard or threat from occurring and the response mechanisms to such risks. This process of ensuring local risks are identified and addressed will ensure that emergency planning in Cleveland is risk based.

This process will ensure that a comprehensive Community Risk Register is maintained and subject to continual review. It is available to the general public on the CEPU and LRF websites.

2.11 Business Continuity Advice and Guidance

The duty to promote business continuity planning and management, particularly amongst small and medium sized enterprises, is undertaken by the EPU on behalf of the four local authorities. There will be continued focus during 2011-12 to undertake this responsibility including awareness raising activities and the production of advice literature to enable businesses to develop their own plans, thus helping them to help themselves in the event of an emergency. Where appropriate, seminars and workshops will be held and we will 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.

2.12 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. The new Flood Project working in partnership with the Environment Agency will assist with the delivery of this work-stream.

2.13 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 50 exercises of various types from major live play exercises to multi-agency training days 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. 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. Follow all exercises, debriefs will be held to determine any lessons learned and actions that need to be addressed.

2.14 Auditing and Monitoring

Where possible we will benchmark our activities against others and ensure we can provide positive contributions to the scrutiny and inspection processes undertaken through both internal and external auditors and other agencies to determine how effectively emergency planning is being delivered. Internal control measures and review procedures will continue to be developed to compliment existing processes.

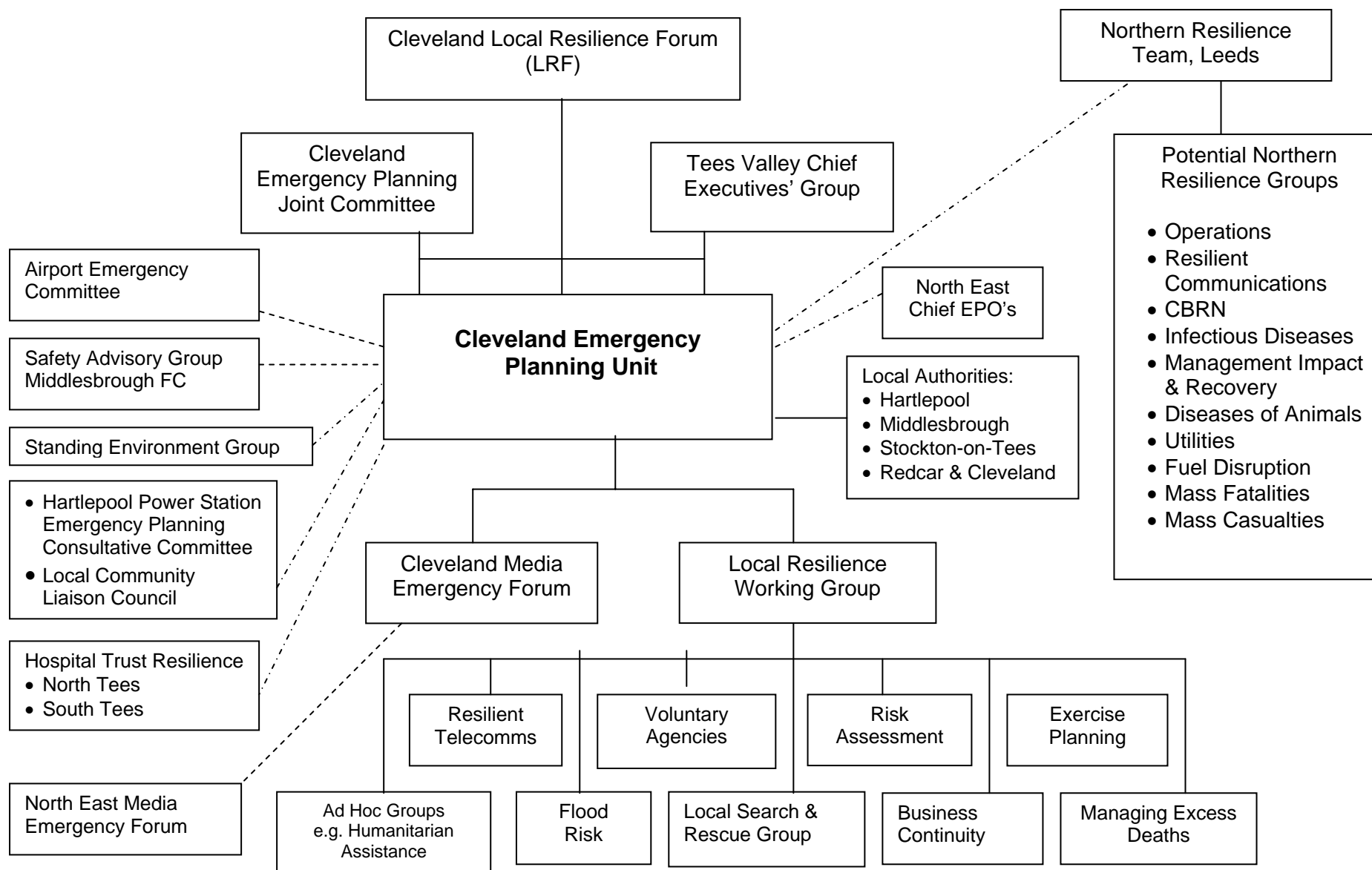
2.15 National and Sub National Work-Streams, including CONTEST

With the abolition of the Regional Resilience Team for the North East and the creation of the Northern Resilience Hub based in Leeds, we will work with the new resilience team to build up new relationships and contacts. There will inevitably be new plans and procedures developed to deal with a major incident that affects more than one 'sub region' or LRF area, together with attendance at a myriad of meetings that sit alongside such planning.

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 involve the CEPO and Senior Emergency Planning Officers with multi-agency CONTEST work-streams.

The resilience capabilities work programme emanating from Government is determining that risks and threats must be planned for, with stand alone plans being developed.

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SECTION 3 STAFFING AND STRUCTURE of the CEPU

3.1 The structure:

- Chief Emergency Planning Officer & Local Resilience Forum Manager
- 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
- Two Emergency Planning Officers
- One Emergency Planning Office / Flood Resilience
- 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 at the end of this section 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 to absorb further work which may be generated by either new legislation local or Government requirements. Further, whilst the EPU has fewer staff than many emergency planning units across the country, the Cleveland area 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 EPU which is classed as an 'Outside Body' under the Local Government Act is overseen by an Emergency Planning Joint Committee (EPJC) which meets on a quarterly basis. The EPJC which is an Executive Committee monitors the performance and effectiveness of the EPU and comprises of either the Mayor or an Executive Councillor from each local authority.

3.4 The Chief Emergency Planning Officer also reports to the Tees Valley Chief Executives' Group.

3.5 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;

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- Ensure there is clarity of purpose.
- 3.6 EPU staff are dedicated, skilled, knowledgeable and professional in their specialist field of work. To achieve our 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.
- 3.7 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.
- 3.8 Individual Senior Emergency Planning Officers have primary responsibility for one of the four councils, working from the EPU into the designated Borough.
- 3.9 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'.
- 3.10 The post of Senior Emergency Planning Officer (Industrial Liaison) is an essential link to industry and that officer carries a heavy workload due to the abundance of COMAH establishments and hazardous pipelines within Cleveland.
- 3.11 Two 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, whilst the third will deliver the Flood Resilience Project over the next three years in liaison with the Environment Agency.
- 3.12 An important function of the EPU is the provision of a Duty Officer scheme which 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.
- 3.13 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.
- 3.14 The Emergency Planning Unit is co-located with the Emergency Planners from Cleveland Police, Cleveland Fire Brigade and North East Ambulance Service and since July 2010 has been based in offices at Aurora Court,

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Riverside Park, Middlesbrough. 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 nationally and presents a professional image of emergency planning, raises the profile of the service and provides an environment conducive to integrated emergency management.

3.15 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 assists 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 provide mitigation against major incidents.
- Horizon scanning and greater consultation to identify potential issues so that appropriate mitigation can be planned.

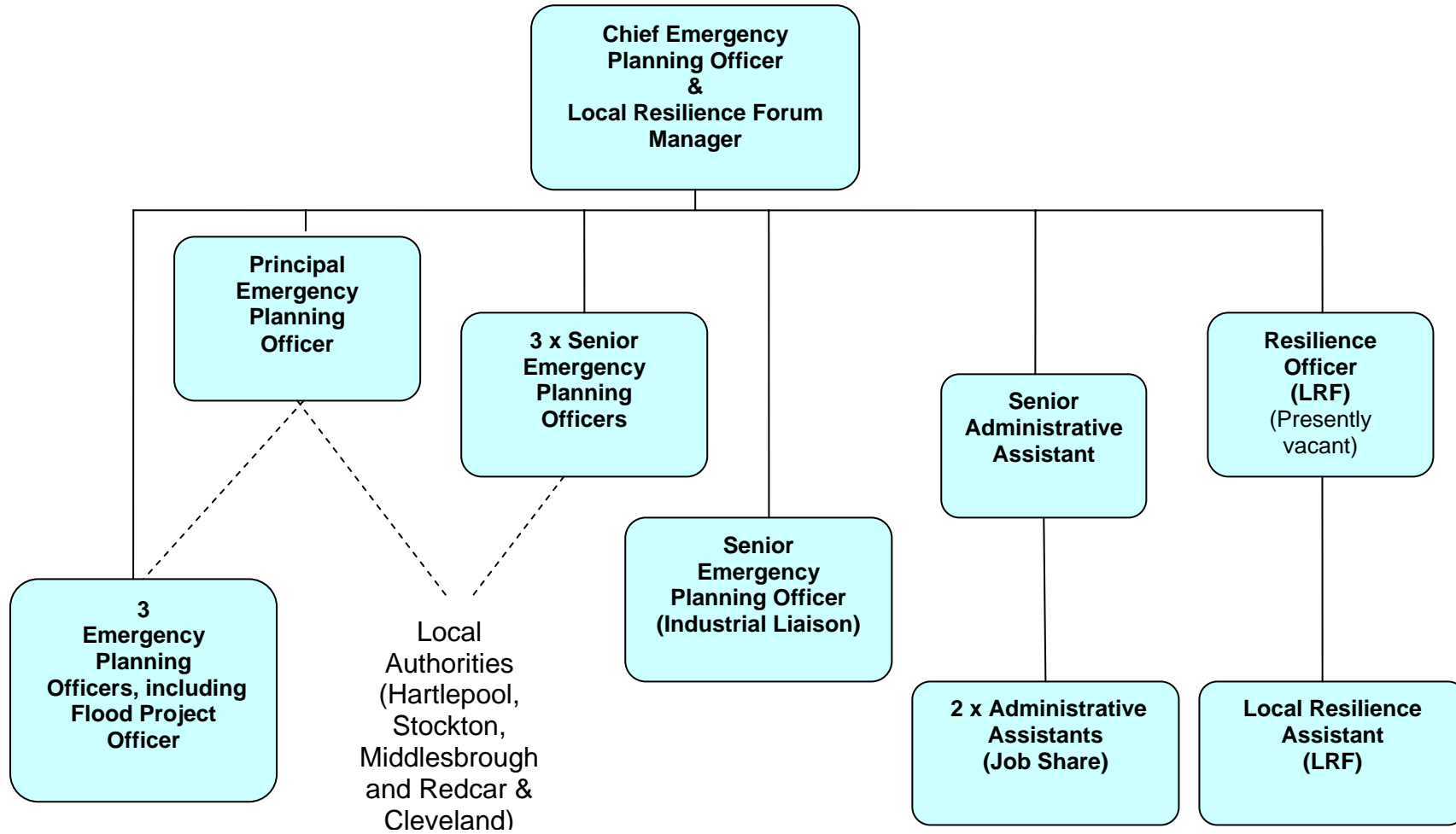
3.16 Emergency Planning Officers are intrinsically linked with a wide variety of groups or sub groups, often as chair person, which drive work associated with emergency and contingency planning. These include:

- 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 the Principal 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.

3.17 The Chief Emergency Planning Officer in particular, but also the Principal and Senior Emergency Planning Officers will represent the area on the various groups set up by the Northern Resilience Team. The Chief Emergency Planning Officer and a Senior Emergency Planning Officer are members of the North East Media Emergency Forum.

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STRUCTURE



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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;
 - The contributions from the multi-agency partners to the Local Resilience Forum budget;
 - The money received from the Environment Agency for the Flood Resilience project.
- 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, Cleveland Fire Brigade and the North East Ambulance Service to meet costs associated with the shared accommodation at the Emergency Planning Unit. Cleveland Police meet the half salary of the 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 Due to the present austerity measures the contributions from the four authorities for 2011/12 will fall by 10%, despite additional costs associated with new premises at Aurora Court.
- 4.6 The budget and contributions are contained within the Strategic Business Plan for Emergency Planning 2011 – 2014 approved by the Emergency Planning Joint Committee.
- 4.7 Whilst the new premises at Aurora Court, Middlesbrough provide a significantly better accommodation and working environment than the previous accommodation in the Annex to the Fire Station in Middlesbrough, the move has incurred nearly a fourfold increase in accommodation costs (rent, services charges, rates) as the EPU were previously only paying a peppercorn rent. This increase (£20,000) will be met from increased financial management and efficiencies.
- 4.8 The contribution from each of the local authorities is based on population figures and apportioned as a percentage 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.

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4.9 The local authority contributions for 2011/12 are:

Hartlepool	£ 73,710	(81,900)
Middlesbrough	£116,503	(129,448)
Redcar and Cleveland	£103,982	(115,536)
Stockton-on-Tees	£134,599	(149,554)
Total:	£428,795	(476,438)

2010/11 contributions shown in brackets.

- 4.10 There is also new expenditure that relates to the Emergency Planning Joint Committee being subject to external audit on an annual basis. This additional expenditure is due to the Emergency Planning Unit being classed as an "Outside Body" under the Local Government Act and as an outside body must be overseen by an Elected Members' Committee. The first audit was conducted in 2009.
- 4.11 Due to the 10% loss in the contributions from the four local authorities, efficiencies savings will be taken to meet the reduced EPU budget. These efficiencies will include the reduction in hours of work of the Administrative Assistant; replacement of the essential car user allowance with casual user rate and taking the post of the Chief Emergency Planning Officer out of the Chief Officer pay band. There may also be a need to take money from reserves if there is a deficit at the end of the financial year.
- 4.12 Had it not been for new money being provided by the Environment Agency to enable the Flood Resilience Project to take place, one Emergency Planning Officer would have been made compulsory redundant. Whilst this money must be used solely for meeting the objectives of the project, it has allowed the EPO post to be maintained and for that EPO Officer to be the Project Officer.
- 4.13 The reduced budget for 2011-12 will also have to absorb the anticipated 2½% inflationary increase on goods and services, meaning in real terms a greater reduction than shown.
- 4.14 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.

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.

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- 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 resilience and 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.

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- To address the strategic risks in respect of the EPU as shown in the EPU Strategic Risk Register.
- 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
- Ability to work unsupervised, displaying flair, imagination and creativity.

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.

The indicator in respect of flooding has been enlarged to encompass the Flood and Communities Project and the new work and expectations that flow from the project. A new indicator has been added this year in respect of the EPU Strategic Risk Register.

Also included are a number of "cross cutting indicators" used to monitor performance against the Regeneration and Neighbourhoods Department of Hartlepool Borough Council. That department provides line management to the Emergency Planning Unit, whilst Hartlepool Borough Council acts as 'host / lead' authority and oversees the EPU on behalf of the four Local Authorities.

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NO	INDICATOR	OUTCOME	2011/12TARGET
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 Assessment Working Group (RWAG) and further develop the community risk register 	<ul style="list-style-type: none"> • EPU to maintain CRR on behalf of Cleveland LRF • Ensure all significant local risks are addressed in CRR • Review the CRR on EPU & LRF web sites 6 monthly • Hold 2 meetings of RAWG annually • Send assessments to multi-agency partners quarterly for review and monitoring • Report to Local Resilience Forum annually

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NO	INDICATOR	OUTCOME	2011/12 TARGET
3	<p>Number of plans produced / reviewed for COMAH establishments. (as at 01.04.10, Cleveland has 35 top tier COMAH sites – 11% of national total)</p>	<ul style="list-style-type: none"> • Meet statutory duties of Local Authorities 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 • COMAH Overview document to be reviewed 6 monthly • CEPO to have at least 1 formal meeting with HSE to review Cleveland's processes and procedures
4	<p>Provide an efficient duty officer scheme – 24/7x365</p>	<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	<p>Provide information to the public / residents about the EPU and on responding to and dealing with emergencies</p>	<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

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NO	INDICATOR	OUTCOME	2011/12 TARGET
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 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
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"> • Provision of 4 training events to cover all 4 local authorities • Provision of 1 exercise involving one council with attendees from the other councils • Review Rest Centre boxes • Review Transport Plan
8	Ensure compliance with the Pipeline Safety Regulations (PRS) 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 and/or test 2 plans • Undertake 6 monthly review of Pipeline's Overview • Review structure of plans in line with amended PSR Regulations 2011

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NO	INDICATOR	OUTCOME	2011/12 TARGET
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"> • 30 local authority staff in each Council to receive training • Hold 4 Local Authority Exercises (1 per Borough) • EP officers to receive average of 3 days training & Admin staff 1 day • With multi-agency partners hold 3 training days/events
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 or Pipeline exercises • Participate in 3 level 1 Nuclear exercises • Member of HSE working group producing national guidance on exercising
11	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 align="center">30 working days</p> <p>(from commencement of writing plan to sending draft out for consultation)</p>

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NO	INDICATOR	OUTCOME	2011/12 TARGET
12	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
13	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 Local Resilience Working Group meetings • 3 Media Emergency Forum meetings • 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

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NO	INDICATOR	OUTCOME	2011/12 TARGET
14	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 Local Authority Business Investment Teams & North East Chamber of Commerce • Produce/review 4 pieces of literature to go to SME's • At least 2 meetings of the Business Continuity 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
15	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".

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NO	INDICATOR	OUTCOME	2011/12 TARGET
16	Meetings with Partnership Agencies and Organisations within the North East	<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"> • Adapt to changes in the sub national resilience structure and networks • Continue to work / maintain liaison with resilience partners in the North East
17	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 an annual exercise involving the plan
18	Strategic Risk Register for the Emergency Planning Unit	<ul style="list-style-type: none"> • Meet requirements of the Civil Contingencies Act guidance • Ensure staff are well versed in the risk environment in which they work • Best Value 	<ul style="list-style-type: none"> • Produce and maintain an EPU Strategic Risk Register • Review the register twice yearly • Put Register on EPU website
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, large Firework Displays, etc 	<ul style="list-style-type: none"> • Work with the Event Planning Teams to ensure emergency planning aspects at events are adequately covered • Provide 100% requests for assistance from Council Event teams and Safety Advisory Groups • Produce event plans for 10 events

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NO	INDICATOR	OUTCOME	2011/12 TARGET
20	Develop and review plans for flooding, including reservoir inundation	<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 • Dovetail response plans to those required of Local Authorities by Water Act 2010 • Meet the aims and objectives of the Flooding and Communities Project 	<ul style="list-style-type: none"> • Review Adverse Weather protocol annually • Review multi agency flood response plan by Sept '11 • Review Reservoir Inundation Plan by December 2011 • Conduct one exercise with flood scenario • Be effective member of Tees Valley Flood Risk Group • Meet the milestones in the Year 1 Implementation Plan of the Flooding & Communities Project
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"> • Review both the Recovery Plan and the Humanitarian Assistance Plan by December 2011 • Conduct 1 exercise or hold 1 multi agency training day

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NO	INDICATOR	OUTCOME	2011/12 TARGET
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 substantiated complaints
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

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CROSS CUTTING INDICATORS – HARTLEPOOL BOROUGH COUNCIL (HOST AUTHORITY)

NO	INDICATOR	REGENERATION & NEIGHBOURHOODS DEPARTMENT 2011/12	EPU 2011/12
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	8.00

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