



TESTING & EXERCISING WITHIN CLEVELAND



CLEVELAND EMERGENCY PLANNING UNIT

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This document explains:

1. What testing and exercising means;
2. Why exercises are required;
3. Who is responsible for different elements of exercising and testing;
4. How exercises are planned, completed and any lesson learnt fed into the wider community;
5. The time scales in which post exercise reports and identified action records will be produced.

In addition, the appendices provide a library of reference materials for those tasked with planning, running, debriefing and assessing exercises.

The team preparing this document has received significant assistance from Category 1 and 2 Responders, Voluntary Agencies and Local Industrial partners including Operators of COMAH Top Tier establishments.

1. INTRODUCTION

1.1 General

The aim of this document is to:

1. Provide guidance to exercise participants and planners;
2. Aid the co-ordination of all emergency exercising across the Cleveland Local Resilience Forum (CLRF) area;
3. Provide a transparent framework on how offsite agencies will meet their statutory duties under REPPIR and COMAH.

By combining the knowledge and experience from private industry, the emergency services and other statutory and voluntary agencies, the aim is to produce a single source of best practice and standardised methodology and terminology.

The principles within this document relate to circumstances within the Cleveland area and follow guidance identified in:

1. UK Resilience 'Exercise Planners Guide';
2. 'Emergency Preparedness' Guidance on part 1 of the Civil Contingencies Act 2004.(ISBN 0711504733);
3. Emergency planning major accidents: Control of Major Accident Hazard Regulations 1999 (COMAH) (HSG 191);
4. A guide to the Control of Major Accident Hazards Regulations 1999 (as amended) (L111);
5. A guide to the Radiation (Emergency Preparedness and Public Information) Regulations 2001 (L126).

In addition the views and experience of a number of local officers have been included.

1.1.1 Coverage

This document has been produced to cover all exercising and testing required within the CLRF area including those exercises undertaken under the following legislation:

1. The Civil Contingencies Act 2004 (CCA);

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2. The Control of Major Accident Hazards Regulations 1999, (amended 2005) (COMAH);
3. The Radiation Emergency Public Preparedness Information Regulations 1996 (REPPPIR);
4. The Pipeline Safety Regulations 1996 (PSR).

In addition to the above legislation it is recognized that there may be an argument for running an exercise based upon the following:

1. Testing non-legislative procedures;
2. Other forms of Training e.g. 'a walkthrough';
3. Demonstration e.g. for public reassurance;
4. Contingency plan development e.g. recording the responses of officers to a given situation as a means of formulating/developing new contingency plans.

1.1.2 Intended Audience

This guidance document is applicable to Category 1 and 2 responders, as defined by the Civil Contingencies Act 2004, voluntary organisations as well as COMAH, REPPPIR and Pipeline Operators.

This document will be maintained and updated by the CLRF Exercise Planning Group on behalf of CLRF. The document is available on the CEPU and LRF Websites or on request from Cleveland Emergency Planning Unit (CEPU) on telephone number: 01642 232442.

1.1.3 Document Review

This document will be reviewed on an annual basis by the Exercise Planning Group based upon lessons learnt from the previous exercise period and best practice. Any comments or amendments should be forwarded to the Exercise Planning Group, Cleveland Emergency Planning Unit, Aurora Court, Barton Road, Riverside Park, Middlesbrough TS2 1RY.

2. THE ROLE OF THE EXERCISE PLANNING GROUP

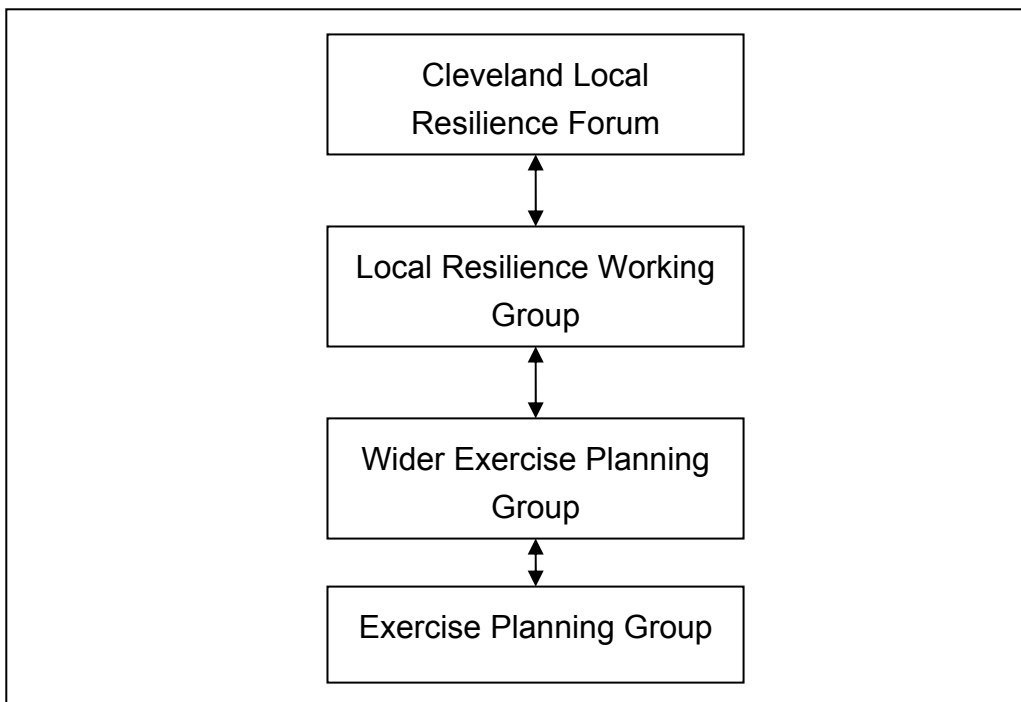
1.2 Coordination of Exercises

The Cleveland LRF is the Multi-Agency Strategic Group chaired by the Chief Constable of Cleveland Police that oversees Civil Contingencies, Risk and Resilience planning across the Cleveland area.

The Local Resilience Working Group (LRWG) chaired by the Chief Emergency Planning Officer is the primary working group of the Local Resilience Forum.

The Wider Exercise Planning Group chaired by a Senior Emergency Planning Officer (Local Authority) is a sub-group of the LRWG.

The Exercise Planning Group consists of officers from the Emergency Services and Local Authorities who meet on a monthly basis and report into the Wider Exercise Planning Group.



3. PRE EXERCISE PROTOCOLS

The following stages are recommended for all exercises:

3.1 Exercise Planning Group

The group will comprise of representatives from the Joint Emergency Planning Unit (Local Authority, Police, Fire and Ambulance) and be chaired by the Local Authority representative. Other agency representatives will be co-opted as required and can attend the wider Exercise Planning Group which is held twice a year. (See appendix A - Exercise Planning Group Terms of Reference & appendix B - Wider Exercise Planning Group Terms of Reference).

The remit of the group is: -

- 1) To oversee and authorise all requests for multi-agency exercises. They will also sanction the type of exercise being requested.
- 2) To co-ordinate, draft and manage the annual 'Exercise Programme' for initial circulation in March of each year and incorporating any additional exercises coming to notice during the year. Updates to the 'Exercise Programme' will be circulated prior to the LRF quarterly meetings.
- 3) Key agencies to agree which of their elements from the Cleveland Local Resilience Forum (CLRF) matrix they require testing / exercising and incorporate the testing of such elements into the existing exercises in the exercise programme. (See appendix D - CLRF matrix)
- 4) To co-ordinate and manage all statutory requirements for 'plan validation' under the COMAH, REPIR, PSR and Civil Contingencies Act, ensuring they meet the satisfaction of the appropriate Competent Authorities & Inspectorates. These will be managed via the exercise programme and will include the emergency response and recovery phases.
- 5) Review, as an ongoing process, the COMAH plan template and elements. (See appendix E).
- 6) To co-ordinate the debriefing of all exercises as required.
- 7) To provide two reports per year to the Local Resilience Working

Group, summarising debrief outcomes, actions and requirements.

- 8) Produce an annual report for the LRF detailing the main findings from the previous fiscal year and the exercise calendar for the forthcoming year.
- 8) To oversee debrief actions to conclusion.
- 9) To maintain a 'Calendar' outlining annual exercise considerations and actions required to be undertaken.

3.2 Exercise Programme

The Chair of the Exercise Planning Group (EPG) will prepare an annual Exercise Programme (See appendix C) based upon the 'fiscal year' (1st April to 31st March).

The Exercise Programme will be circulated to Category 1 and 2 responders (as defined by the Civil Contingencies Act 2004) and will indicate all the known exercises for a fiscal year, showing:

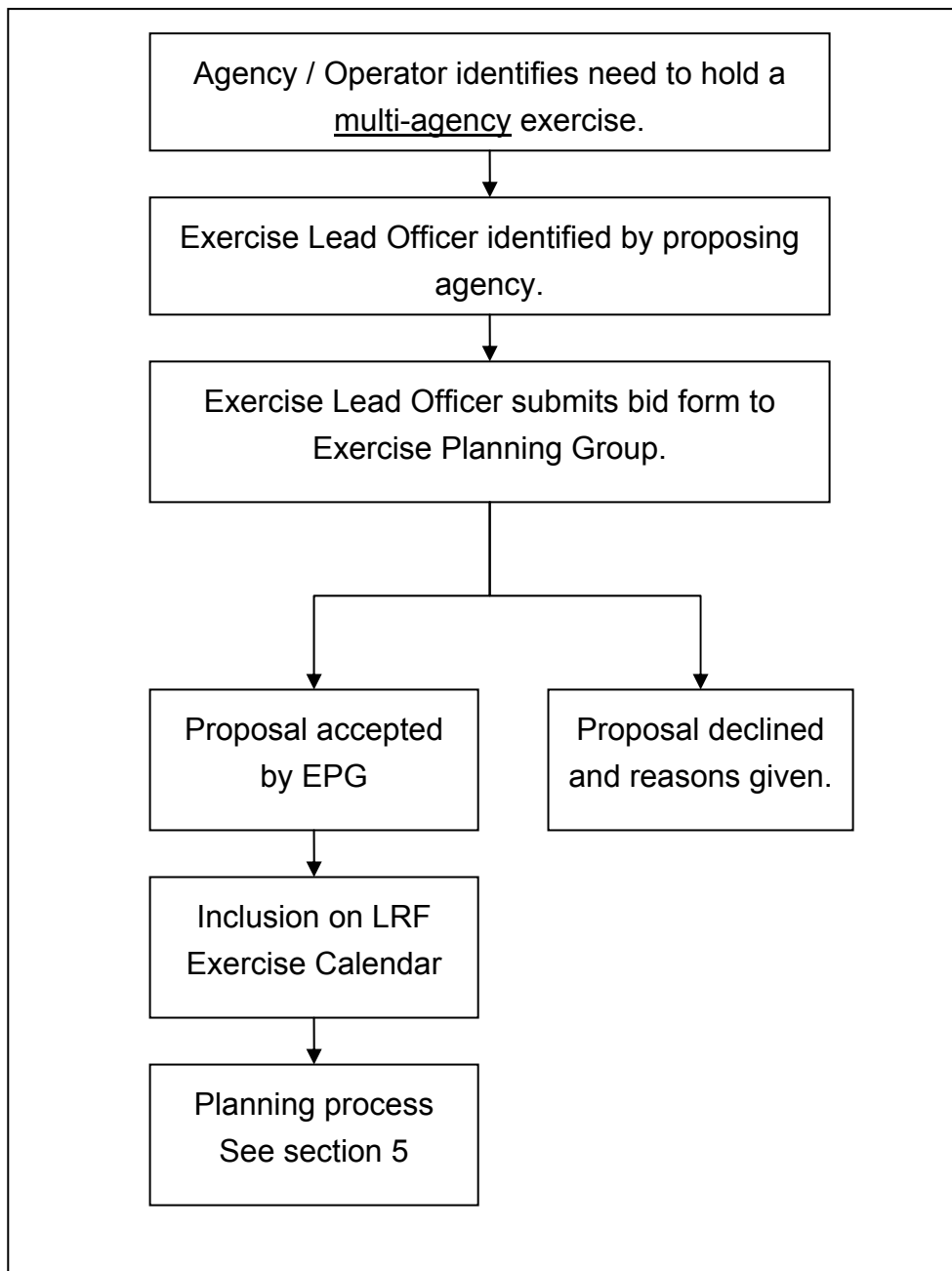
1. The date of the exercise
2. The Company (s) or agencies involved
3. The type of Exercise to be undertaken
4. Where possible, the elements of the CCA responsibilities applicable to each Category 1 & 2 responder
5. Where possible, the dates of the planning and debrief meetings for each of the exercises.

The group will manage the 'Exercise Programme' incorporating all existing and additional exercises, coming to notice during the year.

The agreed four (4) LRF multi-agency training days will be included into the programme for the forthcoming fiscal year.

This 'Programme' will form the basis of information to the Local Resilience Forum and all agencies of on-going exercises, events and seminars in the Cleveland area.

3.3 Exercise Process



3.3.1 Exercise Request

The Chair of the Exercise Planning Group will send a letter and 'Exercise bid' pro-forma in early November of each year to all relevant Category 1 and 2 agencies, Top Tier COMAH and Nuclear Operators asking for applications for exercises for the forthcoming fiscal year.

Responses from agencies and operators should be received by the end of December.

3.3.2 CLRF Agencies

Exercise bids should:

1. Involve more than one LRF agency.
2. Tie into current priorities and where possible address the higher priority risks identified in the Community Risk Register.
3. Clearly identify which plans and elements from the multi-agency template (see annex D) require testing.
4. Identify where they may be combined with another exercise e.g. a STAC (Science and Technical Advice Cell) exercise may be combined with a COMAH exercise etc.

Any agency, who is aware of any other relevant exercises, should notify the EPG for inclusion of that exercise in the exercise programme.

3.3.3 COMAH Operators

The letter will inform Operators of top tier COMAH establishments of the best exercise 'type' to test outstanding elements from their matrix. A different type of exercise can be requested but reasons for this should be clearly outlined in the 'Exercise bid' pro-forma. (See appendix F - 'Exercise bid' pro-forma).

Each COMAH operator requiring a date for an exercise during a fiscal year should complete and submit the 'Exercise bid' pro-forma, to the Local Authority Chief Emergency Planning Officer (CEPO) by the end of December.

The COMAH exercises should be to test some or all elements of the off-site plan using one or more of the identified worst case scenarios.

3.3.4 REPPIR Operator

A letter will request the dates and types e.g. level one, of all proposed

exercises involving LRF agencies e.g. emergency services, for the forthcoming fiscal year.

3.3.5 Consideration of bids

Each 'Exercise bid' will be considered by the multi agency EPG and a decision made on the viability of the exercise, taking into account the existing commitments in the exercise calendar. Where a specific request cannot be met, an outline of the reasons will be given and where possible other options offered.

3.3.6 Identification of what needs testing

For each agency and COMAH Offsite Emergency Response Plan there will be a matrix of what has previously been tested and exercised. The matrices will be used to identify what elements require testing so as to avoid unnecessary duplication and prevent the same elements being repeatedly exercised. (see appendix D – LRF Exercise Testing Matrix)

In some instances the elements of a plan may be tested using several element specific exercises as oppose to one major exercise for example the evacuation of a COMAH site.

3.3.7 Exercise Type

The choice of exercise type will be dependant on the aims, objectives and agreed limitations of the exercise although a combination of exercise types may be used to test the elements required. The common types of exercises are:

a) Table Top Exercises

Table top exercises are based on simulation, usually involving a realistic scenario and a timeline. They are run either in a single room or in a series of linked rooms which simulate the divisions between responders who need to communicate and be co-ordinated. They are an effective way of testing plans, procedures and people.

b) Live Play Exercises

Live exercises are a live test of the implementation of a plan. They can range from a small scale test of one component of the response, i.e. evacuation, to a full scale test of several organisations to an incident.

Live play exercises can be further defined as:

Small Scale/Command Post

Used to test specific elements of the Onsite / Offsite plan e.g. Communications, functioning of the Emergency Control Centre (ECC), evacuation.

Major Live Play

Used to test co-ordination and communication in the context of a major incident.

c) Seminar Exercise / Multi-Agency Training Day

The Seminar style exercise can be used to:

1. Deliver training in a particular process
2. Update personnel on a new or amended plan
3. Share knowledge and best practice
4. Test understanding or knowledge of the process / plan.

This type of exercise can involve a specific agency or guest speakers. Generally it includes a desktop exercise involving small groups / teams of the audience and is used to test their knowledge and understanding.

A Seminar style exercise can be delivered to any number of people and can cater for large numbers of personnel providing there are sufficient facilitators to check the learning of the groups / teams.

4. CONSIDERATION OF EXERCISE BIDS

4.1 Process

The Exercise Planning Group (EPG) will meet to discuss the submissions and determine if the type of exercise requested is appropriate for the objectives of the exercise.

If considered not appropriate, the Chair of the EPG will contact the operator / agency giving reasons for the decision and make suggestions on exercise suitability.

The final decision on the number and types of exercises will be made by the EPG to ensure that the exercises can be properly resourced and supported by all the relevant agencies.

Where possible or achievable, 'joint operator / agency' exercises are to be considered to address joint elements of a plan or single agency elements.

The Cleveland Local Resilience Forum Exercise Testing Matrix gives a comprehensive list of specific agency elements to be tested for all category 1 & 2 responders; The EPG will endeavour to incorporate these into statutory exercises where appropriate. (See appendix D - CLRF exercise testing matrix for Category 1 and 2 responders)

Where agency elements have to be tested as part of a generic Major Incident Plan under the Civil Contingencies Act, the benefit to the relevant agencies should be considered during any subsequent recharging process.

All reasonable efforts will be made to ensure industry / agency requirements are met.

4.2 Exercise Commitment

Once the Exercise Programme has been agreed, agencies and operators will be expected to support the exercises with the appropriate staffing and resource commitments.

Exercises will not be cancelled or amended unless necessary due to

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changed circumstances e.g. actual incidents. Consultation between the relevant parties should take place before the final decision is made to cancel / amend an exercise, as in some cases it may still be possible to run the exercise on a smaller scale.

Major Live Play Exercises, wherever possible, shall be limited to no more than 10 per year (12 months).

If an Operator / Agency wishes to cancel an exercise after either the 1st or 2nd planning meetings have taken place, the Operator / Agency may be asked to meet any costs incurred by the external agencies up to that date.

Each Exercise is to have an 'Exercise Lead Officer' identified by the proposing agency who will act as lead and contact point with the EPG. The EPG will appoint an 'Exercise Controller' who will liaise directly with the 'Lead Officer'.

5. PLANNING THE EXERCISE

5.1 General Considerations

The Exercise Controller will contact the relevant operator / agencies at least 14 weeks prior to the exercise date to discuss the aims, objectives and agree future meeting dates.

The first exercise planning meeting will be held twelve (12) weeks prior to the exercise. Subsequent planning meetings will be scheduled depending on the type of the exercise e.g. three (3) planning meetings for a Major Live Play Exercise.

Planning meetings should not be rearranged unless absolutely necessary and with the full agreement of all agencies / operator(s) involved in the exercise.

The Exercise Controller will Chair planning meetings on a formal basis and work to an approved agenda which will be issued prior to the meetings (a suggested agenda for COMAH meetings are shown at appendix G).

Planning meetings must incorporate a consideration of the aims and objectives of the exercise for each agency. Any changes to the agreed aims and objectives of the exercise should be notified to the EPG.

Each agency will be responsible for recording planning meetings. A suggested template for use in COMAH exercises is included in appendix H (COMAH Exercise Biographies).

Following the exercise planning meetings, the Exercise Controller will circulate an e-mail to all parties with the salient points and actions agreed at the meeting.

Exercise costs to follow the principles outlined in the agreed protocol. (See appendix K – Costs Protocol).

A multi-agency debrief will take place following all exercises and should involve representation from all emergency services / agencies / operators involved in the exercise.

Any debrief should follow the Multi-Agency Debriefing Protocol (See appendix I), however it is recognised that the format of the debrief may

be altered at the discretion of the debriefer and EPG.

5.2 First Exercise Planning Meeting

The first planning meeting gives agency representatives a background to the exercise aims and objectives. In most instances a scenario will be described, a basic timeline developed and specific objectives identified.

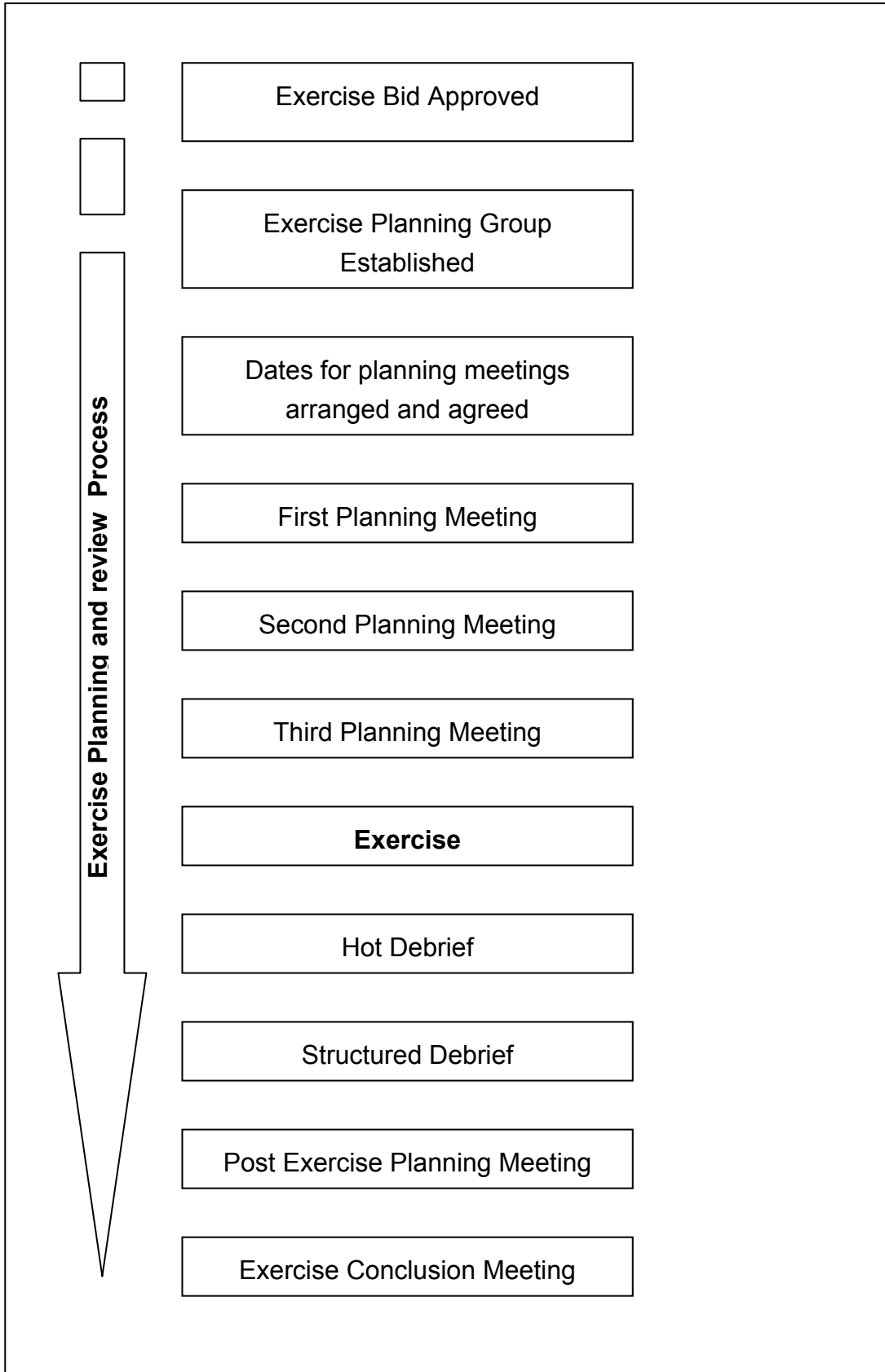
5.3 Second Exercise Planning Meeting

The second meeting provides agencies with an opportunity to confirm any outstanding issues from the first meeting. The second meeting will, where appropriate, start with a walk through of the exercise location / site to provide a health and safety risk assessment. For COMAH exercises, the Operator will be provided with a proposed charges to be made by the emergency services / local authority.

5.4 Third Exercise Planning Meeting (Consolidation meeting)

The aim of the third meeting is to ensure that all agencies are clear on the exercise and control mechanisms e.g. exercise initiation. Any issues around scenario, injects and resource deployment etc should be finalised.

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6. RUNNING THE EXERCISE

6.1 Introduction

The following details have been adapted from the UK Resilience Exercise Planners Guide. In addition to outlining staff roles, this section details the methods which can be used on the day of an exercise to ensure the safety of all staff and that the aims and objectives of the exercise are met.

6.2 Exercise Staffing

6.2.1 Exercise Controller

Definition: An Exercise Controller has overall oversight of the exercise and the authority to alter the planned timetable, including early termination for safety reasons (e.g. adverse weather) or because of an incident requiring real action by participants.

The Exercise Controller is the person who can authorise the aborting of the exercise, although in extreme circumstances the Exercise Director(s) or Safety Officer may do so.

6.2.2 Exercise Director(s)

Definition: Exercise Directors have access to the whole exercise timetable and ensure that it proceeds according to plan.

In table top or control post exercises they often feed information to players to enable them to make management decisions in response. This can be done verbally or by written message and is known as a “paper feed” exercise. Directors will normally use their own judgment and experience in timing the inputs.

In control post or live exercises, the Director’s role should be less prescriptive. The Exercise Directors should act as a team in constant communication and facilitate rather than orchestrate the exercise.

Exercise Directors need to be aware of any pre-agreed exercise dynamics and recognise that those taking part in the exercise are often

coming together for the first time. Therefore they should give players time to correct problems.

Exercise directors should intervene when there is confusion about the scenario or players request information / resources that they would have access to in reality. They should intervene if they feel that the exercise objectives are being compromised or when one person's action / inaction is jeopardising the opportunities afforded by the exercise.

6.2.3 Umpires

Definition: Umpires watch and listen to the exercise with the particular brief of measuring whether activities are happening in the right place, at the right time and involving the right people.

Their role differs from Exercise Director(s) in that Umpires have no responsibility for the mechanics of the exercise. Should they feel that the exercise is faltering or being compromised they will raise it with the Exercise Director. They need to be very clearly briefed on what they should look for in order to assess whether or not the objectives are being met. Their role in subsequent de-briefing is crucial.

6.2.4 Observers

Definition: An observer has no role to play in the exercise but is witnessing events either to assess the preparations of the organisation or plans or to learn lessons.

The Exercise Controller has the responsibility for determining the number of observers at an exercise / location. This will be agreed at the planning meetings.

Unless Observers are carefully managed they can cause confusion and therefore, where possible, a "viewing area" should be utilised or a dedicated chaperone appointed. This will assist in ensuring their safety. A quality briefing for them is essential prior to and during the exercise. Wherever possible, a member of the directing staff should be available to explain events and procedures as the exercise unfolds.

Observers may not be invited or able to attend the debriefing after the

exercise but their views should always be sought, particularly through the completion of a debrief questionnaire / proforma.

6.2.5 Safety Officers

The use of Safety Officers is usually limited to exercises containing some live play element in a potentially hazardous area or involving potentially hazardous activities.

Their function is to ensure that where exercises are undertaken in hazardous areas that rules, procedures and briefings are followed. They may also have a role in the event of the exercise being cancelled e.g. leading participants to muster points / shelter. A designated Safety Officer has the authority to question any player and if required hold / abort the exercise.

6.2.6 Third Parties

Third parties can add a lot of realism to an exercise i.e. using live volunteers to play injured parties instead of using dummies. However Health and Safety is a key consideration and any use of third parties should be included in the exercise risk assessment. In addition any third parties will require briefing to ensure that they have a credible script so they can impart information if sought by the other players.

6.2.7 Players

'Players' is the term used to identify the staff / volunteers enacting the plan which is being tested by the exercise. The amount of information supplied to players in advance will vary with the exercise aims and type. It is rare that a no notice exercise will be used. For the purposes of this document, players are not counted as "Exercise Staff".

6.3 Exercise Set Up

6.3.1 Briefing

Generally each agency will brief their own personnel. The briefing should

include any Health & Safety issues, abort codes and other essential information for the exercise.

Staff not directly involved in the exercise may require a different brief to those being used to test the plan e.g. process operators maintaining plant, contractors, control room staff etc

The Exercise Director(s) should ensure that all exercise staff in addition to being aware of the main scripting and agreed dynamics of the exercise are also aware of the abort code words and any health and safety issues.

All players should be made aware of the exercise abort code which should always be “exercise (name) abort” to maintain consistency of approach.

Circumstances may arise where an exercise has to be stopped temporarily. As such “exercise (name) hold” and “exercise (name) resume”, should be used.

6.3.2 Scene Set Up

Live play exercises in particular may require scene setting prior to the arrival of players e.g. the use of props such as dummies, cars or tape indicating heat radius to be established. Adequate time must be allowed for this.

6.3.3 Communications

Exercise Controller and Director(s) from the relevant organisations / agencies should have verbal, radio or telephone communication between themselves and all Umpires. Regular contact between the Controllers / Director(s) is essential to ensure that the exercise is correctly facilitated to allow maximum benefit to be gained from the exercise and any problems / issues are identified quickly.

6.3.4 Deployment

All Exercise Staff and Observers should be in their agreed locations prior

to the commencement of the exercise. They should wear correct tabards or identification to signify their role(s).

6.3.5 Timelines

Time lines can be a valuable tool in keeping an exercise on track especially between different command posts. It should be accepted that there is likely to be some variation in the timeline. Each element of the timeline should be given a unique reference number – allowing the timeline be utilised should there be a delay in starting the exercise etc.

Certain environments such as the Emergency Control Centre (ECC, but can also be called the MECC by some COMAH Operators – Major Emergency Control) or ‘Silver’ (Tactical) Command, should continue as long as is necessary to bring the exercise to a successful or satisfactory conclusion and ensure the aims / objectives for the exercise have been met.

6.3.6 Injects

Dependant on the nature of the exercise, it may be necessary to use injects to give players an understanding of the situation or to test specific elements.

Exercise planners should consider the following when producing injects:

1. How would the information come in to the system in real life? For example, a member of the public would not contact Gold or Silver Command directly.
2. Are the injects credible? Injects which are not credible will distract players from the main issues and may result in players being negative towards the exercise scenario.
3. Do the injects link to the elements to be tested? In some cases injects may be used to produce a realistic backdrop, however where possible, the injects should link to the actions / triggers described in plans and require action.
4. An inject may be used that necessitates a written response from the agency receiving the information and will assist to

demonstrate their knowledge or understanding of the situation.

5. In addition to the standard text / verbal injects, certain exercises may benefit from the inclusion of injects such as:

- Media broadcasts / publications e.g. fake websites, media bulletins, press statement, reports or papers
- Information from partner agencies or private agencies e.g. CHEMET, Weather Warnings, Flood Warnings etc

6.3.7 Deployment of players

A decision will be required on the pre-deployment of players. As it is an exercise, emergency services should not respond under 'blue light conditions'. Therefore agencies may be pre-deployed to a position at which they can travel under normal road conditions following activation by their Control Rooms yet maintain a realistic deployment time.

Players may be pre-deployed where the time taken to activate and respond is not seen as a key element to be tested. In most cases this will be to a holding area e.g. canteen, and players only being brought into the exercise once they have been notified.

6.3.8 Staffing of exercises

It is the responsibility of each agency's planning officer to identify the appropriate staffing and resource requirements to meet the objectives of the exercise. Therefore there is often no need to deploy the actual number of resources and staff identified in the plan i.e. instead of five vehicles one may be deployed.

7. POST EXERCISE ACTIONS

7.1 Debriefing

Debriefs should follow the “Multi-Agency Debriefing Protocol” approved by the Cleveland Local Resilience Forum. (See appendix I - Multi-Agency Debriefing Protocol).

Wherever possible a ‘structured’ debrief should take place immediately after the exercise at a suitable location. Whilst key players from the exercise will be required to attend the structured debrief, all other players will be required to complete a debrief questionnaire.

Due to the size and complexity of the exercise or when an agency or organisation wishes to hold their own internal debrief prior to a multi-agency debrief, the formal debrief will take place at a later date. However a ‘hot debrief’ will take place.

Decisions on the style and dates of appropriate debriefs will be confirmed at the first planning meeting.

7.1.1 ‘Hot Debrief’

If a ‘hot’ debrief is required, players will be brought together immediately following the exercise and asked to give initial comments on up to three positive aspects of the exercise (strengths of the exercise / response) and three negative aspects (areas for improvement).

These comments should be shared at the time with other players, observers and umpires.

The ‘hot debrief’ should be facilitated by a member of the exercise planning team.

It should seek to identify issues that require immediate attention.

Where participation in a ‘hot’ debrief cannot be undertaken in person due to location, operational commitments etc, those staff should be asked to complete a debrief questionnaire.

Data will be collated from the responses and fed into the structured debrief and can be used as evidence for the future i.e. in the production of the draft testing and exercising matrix used in connection with the

COMAH Regulations.

Freedom of Information (FOI) and legal implications are to be outlined to all participants both verbally and on any forms used. (see details in Appendix I – Debrief Protocol)

7.1.2 ‘Structured Debrief’

The Structured debrief is to be run in accordance with the Multi-Agency Debriefing protocol (Appendix I). Structured debriefing is to be used wherever possible to ensure constructive information from exercises is recorded. It is intended as a mechanism for identifying issues and not necessarily for solving problems. That said, the debrief leader should clarify any specific issues or misunderstandings raised.

Again debrief questionnaires can be issued to ‘identified’ key staff not available for the actual structured debrief e.g. Control Room staff. Findings from the questionnaire will form part of the final structured debrief report.

To assist in the recording of information and to provide evidence for the debrief report, a note taker should be used. Attendees at the structured debrief should be agreed at the 2nd Exercise Planning Meeting.

7.1.3 Debrief Report

The debrief leader will produce a draft report using the prescribed template usually within 10 working days of the last debrief being held (appendix I). Note that this period may be extended in circumstances agreed at the planning meetings.

The draft debrief report will take evidence gained from the following sources;

1. Notes taken at the ‘hot debrief’ or data gained from questionnaires issued immediately after the exercise;
2. Any ‘hot debrief’ report;
3. Notes taken during the debrief;
4. Questionnaires completed by those who did not attend the

structured debrief;

5. Reports from Umpires and Observers;
6. His / her own observations;
7. Views of partner agencies or planners.

The draft debrief report will be forwarded to the Exercise Controller immediately upon completion to allow him / her to enter those findings onto a draft copy of the appropriate exercising and testing matrix (if applicable) .

The Exercise Controller to forward the debrief report to each participating organisation (as appropriate) and the Chair of the Exercise Planning Group.

7.2 Updating the Testing and Exercising Matrix

For exercises undertaken to meet requirements under the COMAH / REPPIR and PSR, the Local Authority Emergency Planning Officer will update the Off-site Plan testing / exercising matrix based upon evidence gained from the exercise and debrief process prior to the post exercise meeting.

The draft matrix will be completed within 10 working days of receiving all the reports and debrief report.

The draft matrix will be sent to the Site Operator, participating agencies, and the emergency services to ensure all relevant information has been captured (See appendix D – COMAH Off-site Plan testing / exercising matrix) and discussed at the Post Exercise Meeting.

7.3 Post Exercise Meeting

A post exercise meeting will be held to discuss, amend, and consolidate:

- the draft debrief report
- the draft testing and exercising matrix.

The actions and recommendations that arose from the exercise and

debrief process will be put into an action plan together with timescales. This action plan will be circulated to all agencies to address as required (See appendix J – Exercise Record).

7.4 Post Exercise Actions and Reporting

The agreed actions will be monitored to conclusion at the regular EPG meetings. The EPG will ensure lessons learned are disseminated across all agencies or single agencies as appropriate.

7.5 Re-occurring Issues / Themes

The Exercise Planning Group upon receipt of the key findings of the debrief report should cross reference the findings / recommendations in the report against other recent debrief reports to ascertain if there are any re-occurring issues or themes in exercises.

If re-occurring issues or themes are found, these should be recorded and brought to the attention of the 'chair' of the Local Resilience Working Group, Manager or Senior Emergency Planner of the organisation or agency concerned.

Emergency planners from all agencies should utilise their normal office meetings to elicit and share this information.

Any re-occurring issues should be recorded on the action plan and raised at the respective forums, e.g. Seal Sands SHE Managers meeting. If necessary a report will be made by exception to the LRF on specific concerns.

7.6 Exercise Conclusion Meeting

This meeting may or may not be required dependant on the issues raised at the Post Exercise Meeting.

This meeting will follow up on the actions agreed at the Post Exercise Meeting to determine:

- If actions have been achieved or recommendations acted upon;
- Agree amendments to the testing and exercising matrix to show

actions that have been achieved and / or recommendations acted upon;

- If necessary, new timescales for the implementations of actions or amended actions in light of new evidence / information or developments to the plan.
- If it is necessary to make a report, by exception, to the LRF on specific concerns.

7.7 LRF Reporting Mechanism

A detailed annual summary of all exercises including key debrief outcomes and significant or recurring issues will be produced and submitted by the Chair of the Exercise Planning Group to the LRWG (normally in the March / April period) and the LRF following this.

A similar report will be presented in September/October, the mid-point of the financial year, to the Local Resilience Working Group (LRWG).

Each agency will be requested to identify implications and possible improvements in their own plans as well as other agency plans.

8. APPENDICES

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APPENDIX 'A' TERMS OF REFERENCE - EXERCISE PLANNING GROUP

1. Aims

- 1.1 To co-ordinate, draft and manage the annual 'Exercise Programme' for initial circulation in February of each year, incorporating any additional exercises coming to notice during the year. Updates to the exercise programme will be circulated prior to the LRF quarterly meetings.
- 1.2 To co-ordinate and manage the requirements under the COMAH, PRS and REPPIR regulations, to ensure off-site plans are tested completely to the satisfaction of the competent authority, on a 3 yearly basis
- 1.3 To co-ordinate and manage the requirements under the Civil Contingencies Act incorporating the exercises and multi-agency training into the 'Exercise Programme'.
- 1.4 Review, as an ongoing process, the COMAH plan template & elements
- 1.5 To identify key agency elements of response, command and control which require testing / exercising and incorporate the testing of such elements into existing exercises in the annual exercise programme
- 1.6 Where the above is impractical include and manage a separate exercise to test such elements
- 1.7 To co-ordinate debriefs of all exercises and live incidents as required
- 1.8 To produce on a quarterly basis a summary of debrief outcomes identifying by agency actions and requirements and produce an annual summary as management information

2. Objectives

- 2.1 To produce a 'Cleveland' multi-agency 'fiscal' annual exercise programme recording all agency exercises
- 2.2 To ensure that COMAH and REPPIR exercise requirements are

CLEVELAND EMERGENCY PLANNING UNIT

met and a summary position for plan testing for each Top Tier site produced

- 2.4 To ensure that COMAH off-site plans and elements are updated
- 2.5 To ensure key multi-agency elements of response, command and control are tested on an annual or bi-annual basis
- 2.6 To ensure that learning outcomes from debriefs are actioned and implemented

3. Composition

- 3.1 Emergency Planning Officer from Local Authority, Fire, Ambulance and Police (from joint EPU)
- 3.2 Chaired by L/A EPO
- 3.3 Other Agency representatives co-opted as required

4. Meeting Requirements

- 4.1 The Group to meet informally on a monthly basis and prior to the Local Resilience Working Group, to produce a report for the group

5. Reporting

- 5.1 The chair will submit a report to the Local Resilience Working Group in September and February of each year.

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6. Standard EPG Meeting Agenda

6.1 The following is the standard agenda for the Exercise Planning Group held on a monthly basis at CEPU. Additional items to be inserted based upon the calendar and as required.

No:	Agenda Item
1	Apologies for absence
2	Minutes of the open session of previous meeting
3	Lessons learned from the previous 3 months
	Exercise 1 - Individual Learning Points, recorded, actions required, actions met?
	Exercise ... - Individual Learning Points, recorded, actions required, actions met?
4	Upcoming Exercises
	Upcoming Exercise 1
	Upcoming Exercise...
5	New Proposed Exercises/Elements to be tested:
	Exercise/Agency Element 1
	Exercise/Agency Element ...
6	Training Requirements
7	Any Other Business
8	Date and time of next meeting

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7. Calendar

7.1 The EPG annual activities will be based upon the following calendar:

Month	Activity
April	Ensure that key learning from the previous financial year has been recorded.
May	
June	
July	
August	
September	Exercise Report
October	
November	Request bids for future financial year from industrial and LRF agencies.
December	All bids received.
January	Confirm status with all those who have submitted bids. Issue draft exercise calendar to LRWG.
February	Annual report produced by EPG for the LRF and calendar finalised.
March	

7.2 In addition to these general functions there has been agreement that each year there will be four Multi-Agency Training Days held and a Recovery Exercise. Evacuation training events will also be incorporated the four training days as appropriate.

APPENDIX 'B' TERMS OF REFERENCE - WIDER EXERCISE PLANNING GROUP

1. Introduction

- 1.1 The Wider Exercise Planning Group was formed to allow all Category 1 and 2 Responders to be involved in the Exercise process and to give them an opportunity to fulfil their requirements under the Civil Contingencies Act 2004.
- 1.2 The group undertakes a key function in managing the varied issues arising from Exercises held within Cleveland. This document outlines an explanation of the group including the aims and objectives

2. Composition

- 2.1 The wider exercise planning group is made up from representatives of the Category 1 and 2 Responders as defined by the Civil Contingencies Act 2004 and includes:-
 1. Chaired by Local Authority EPO
 2. Met Office
 3. Primary Care Trust,
 4. Maritime Coastguard Agency,
 5. Health Protection Agency,
 6. Highways Agency,
 7. Ministry of Defence,
 8. Environment Agency,
 9. Cleveland Police,
 10. Cleveland Fire & Rescue,
 11. North East Ambulance Service,
 12. Health and Safety Executive,
 13. PD Ports,
 14. Government Office North East,

15. Utilities.

16. Other Agency representatives co-opted as required

3. Meeting Requirements

3.1 The multi-agency group, to include agencies not represented in the joint EPU, to meet two times per year to ensure that the needs of all agencies are included in the exercise calendar.

4. Reporting

4.1 The group will report to the Cleveland Local Resilience Forum annually. Reporting will be undertaken by the EPG Chair.

5. Aims

5.1 To co-ordinate, draft and manage the annual 'Exercise Programme' for circulation in January of each year and incorporating all existing and additional exercises coming to notice during the year.

5.2 To identify key agency elements of response and command and control which require testing / exercising and incorporate the testing into an exercise.

5.3 Wherever possible incorporate such elements into existing exercises already in the annual exercise calendar and maintain a record of when such elements were tested.

5.4 Where the above is impractical, include and manage a separate exercise to test such elements.

5.5 To co-ordinate and manage the requirements under the CCA, PSR, COMAH and REPPiR, to ensure plans are tested completely to the satisfaction of the competent authorities and Inspectorates

5.6 Review, as an ongoing process, the Multi-Agency and COMAH plan template and elements.

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- 5.7 To train and maintain a pool of debrief trained staff
- 5.8 Co-ordinate debriefs of all exercises and live incidents as required
- 5.9 To produce on a quarterly basis a summary of debrief outcomes identifying by agency actions and requirements and produce an annual summary as management information

6. Objectives

- 6.1 To maintain a 'Cleveland' multi-agency 'fiscal' annual exercise calendar recording all agency exercises accordingly.
- 6.2 Ensure key multi-agency elements of response and command and control are tested on an appropriate basis
- 6.3 Learning outcomes from debriefs are recorded, reported, actioned and implemented appropriately
- 6.4 Ensure CCA, COMAH, PSR and REPIR exercise requirements are met to the satisfaction of the Companies and Agencies.

7. Summary

- 7.1 The above should ensure all agencies involved are considering aspects impacting on exercise requirements in line with a common goal of simplifying processes and procedures to reduce the workload on planners and individuals.
- 7.2 Standard Agenda for the Wider Exercise Planning Group
 - 1. Apologies for absence
 - 2. Minutes of the previous meeting
 - 3. Matters arising from the previous meeting
 - 4. Update on the Individual Agency Elements to be tested
 - 5. Lessons from the previous four months
 - 6. Exercises
 - 7. Training Days

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8. Upcoming Exercise Calendar
9. Agency requests for
10. Exercises
11. Specific elements to be tested
12. Support
13. Issues and recommendations for the LRF/LRWG
14. Date and time of next meeting
15. Any other business

APPENDIX 'D' CLEVELAND LOCAL RESILIENCE FORUM (LRF) EXERCISE TESTING MATRIX

Ref	ELEMENTS TO BE TESTED	Test	Tested	Notes
ALL AGENCIES				
1.1	Command and Control (Scene and Incident)	A		
1.2	Bronze (Operational)	A		
1.3	Silver (Tactical)	A		

CLEVELAND EMERGENCY PLANNING UNIT

1.4	Gold (Strategic)							
1.5	Inter-Agency working and interoperability	A						
1.6	Communications and interoperability	A						
1.7	Information Sharing	A						
1.8	Media Management	A						

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1.9	Logistics	A					
1.10	Staff Welfare	A					
1.11	Activation	A					
1.12	Handover	A					
1.13	Logging systems	A					

CLEVELAND EMERGENCY PLANNING UNIT

POLICE				
2.1	Co-ordination Role	A		
2.2	Command Support Unit (Mobile Command)	A		
2.3	Command Room/SCC	A		
2.4	Command Room Management	A		
2.5	Evacuation	A		

CLEVELAND EMERGENCY PLANNING UNIT

2.6	Casualty Bureau	A				
2.7	Victim Recovery	A				
2.8	Temporary Mortuary					
2.9	Traffic Management					
2.10	Crime Scene(s)					

CLEVELAND EMERGENCY PLANNING UNIT

2.11	Outer Cordon						
2.12	Request Chemet						
2.13	Liaison Role - ECC						
FIRE							
3.1	Decontamination	A					
3.2	Equipment	A					

CLEVELAND EMERGENCY PLANNING UNIT

3.3	Inner Co-ordon Procedures	Logging					
3.4	Request Chemet						
AMBULANCE							
4.1	Decontamination		A				
4.2	Triage		A				

CLEVELAND EMERGENCY PLANNING UNIT

4.3	Links to:	A				
4.4	Primary care Trust(s) (PCT's)	A				
4.5	Health Protection Agency	A				
4.6	Acute Trusts	A				
4.7	Strategic Health Authority	A				

CLEVELAND EMERGENCY PLANNING UNIT

4.8	Vehicle Marshalling						
4.9	Ambulance Incident Officer						
4.10	Liaison Officer at Receiving Hospitals						
Hartlepool Borough Council							
5.1	Notification to CEPU						
5.2	Notification to BCO						

CLEVELAND EMERGENCY PLANNING UNIT

5.3	Notification to Staff				
5.4	Establishment of Borough Emergency Centre				
5.5	Provision of Liaison Officer(s) to Scene				
5.6	Identification of Vulnerable Persons Transportation				
5.9	Rest Centres (i) Registration				

CLEVELAND EMERGENCY PLANNING UNIT

	(ii) Set Up				
5.10	Temporary Mortuary				
5.11	Traffic management				
5.12	Attendance at Police Command Room (Silver)				
5.13	Attendance at SCC				
5.14	Attendance at Police CSU				

CLEVELAND EMERGENCY PLANNING UNIT

5.15	L/A involvement after decontamination					
5.16	Recovery Working Group					
5.17	Humanitarian Assistance Centre					
Redcar and Cleveland Borough Council						
5.1	Notification to CEPU					
5.2	Notification to BCO					

CLEVELAND EMERGENCY PLANNING UNIT

5.3	Notification to Staff				
5.4	Establishment of Borough Emergency Centre				
5.5	Provision of Liaison Officer(s) to Scene				
5.6	Identification of Vulnerable Persons Transportation				
5.9	Rest Centres				

CLEVELAND EMERGENCY PLANNING UNIT

	(i) Registration (ii) Set Up				
5.10	Temporary Mortuary				
5.11	Traffic management				
5.12	Attendance at Police Command Room (Silver)				
5.13	Attendance at SCC				
5.14	Attendance at Police CSU				

CLEVELAND EMERGENCY PLANNING UNIT

5.15	L/A involvement after decontamination						
5.16	Recovery Working Group						
5.17	Humanitarian Assistance Centre						
Middlesbrough Borough Council							
5.1	Notification to CEPU						

CLEVELAND EMERGENCY PLANNING UNIT

5.2	Notification to BCO		
5.3	Notification to Staff		
5.4	Establishment of Borough Emergency Centre		
5.5	Provision of Liaison Officer(s) to Scene		
5.6	Identification of Vulnerable Persons Transportation		

CLEVELAND EMERGENCY PLANNING UNIT

5.9	Rest Centres (i) Registration (ii) Set Up								
5.10	Temporary Mortuary								
5.11	Traffic management								
5.12	Attendance at Police Command Room (Silver)								
5.13	Attendance at SCC								

CLEVELAND EMERGENCY PLANNING UNIT

5.14	Attendance at Police CSU								
5.15	L/A involvement after decontamination								
5.16	Recovery Working Group								
5.17	Humanitarian Assistance Centre								
Stockton On Tees Borough Council									
5.1	Notification to CEPU								

CLEVELAND EMERGENCY PLANNING UNIT

5.2	Notification to BCO						
5.3	Notification to Staff						
5.4	Establishment of Borough Emergency Centre						
5.5	Provision of Liaison Officer(s) to Scene						
5.6	Identification of Vulnerable Persons						

CLEVELAND EMERGENCY PLANNING UNIT

	Transportation				
5.9	Rest Centres (i) Registration (ii) Set Up				
5.10	Temporary Mortuary				
5.11	Traffic management				
5.12	Attendance at Police Command Room (Silver)				
5.13	Attendance at SCC				

CLEVELAND EMERGENCY PLANNING UNIT

5.14	Attendance at Police CSU							
5.15	L/A involvement after decontamination							
5.16	Recovery Working Group							
5.17	Humanitarian Assistance Centre							
Primary Care Trust								
6.1	Notification from Acute Trusts or							

CLEVELAND EMERGENCY PLANNING UNIT

	Health Protection Agency (HPA)				
6.2	Notification and provision of advice to GPs				
6.3	Monitoring of public health				
6.4	Provision of support to rest centres (GP and Pharmacists)				
6.5	PCT Manager working alongside the Acute Hospital Control Team				
Acute Trusts					

CLEVELAND EMERGENCY PLANNING UNIT

7.1	Notification								
7.2	Invoke major incident plan								
7.3	Medical Incident Officer								
7.4	Mobile Medical Team								
7.5	Notification to Strategic Health Authority (SHA)								

CLEVELAND EMERGENCY PLANNING UNIT

7.6	Obtain information on chemicals	A						
7.7	PPE and Health and Safety							
7.8	Notification to Hospital Pharmacy							
7.9	Notification to NHS supplies							
Maritime and Coastguard Agency (MCA)								
8.1	Notification							

CLEVELAND EMERGENCY PLANNING UNIT

8.2	Communications link				
8.3	Exclusion Zones (TDA, TRFR)				
8.4	Maritime Oil Pollution Response				
8.5	Provision of				
8.5.1	(i) Staffing Resources				
8.5.2	(ii) Transport				

CLEVELAND EMERGENCY PLANNING UNIT

8.5.3	(iii) Communications							
8.6	Issue of warnings to shipping							
Health Protection Agency (HPA)								
9.1	Support the regional director of public health and NHS organisation							
9.2	Activation of Scientific Technical Advice Cell (STAC)							

CLEVELAND EMERGENCY PLANNING UNIT

9.3	Provision of impartial and authoritative guidance			
Environment Agency				
10.1	Notification			
10.2	Assess environmental implications of an incident			
10.3	Determine required response			
10.4	Warn river water abstractors			

CLEVELAND EMERGENCY PLANNING UNIT

10.5	Liaising with emergency services regarding mitigation measures				
10.6	Taking pollution mitigation actions				
10.7	Investigation of source				
Government Office North East					
11.1	Notification				
11.2	Advising central departments				

CLEVELAND EMERGENCY PLANNING UNIT

11.3	Supporting/provision of a Government Liaison Officer at Gold				
11.4	Dissemination of advice to local responders				
11.5	Linkage to Government News Network (GNN) North East				
Meteorological Office					
12.1	Notification				

CLEVELAND EMERGENCY PLANNING UNIT

12.2	Provision of Meteorological Advice from EMARC (CHEMET / PACRAM / NAME)			
12.3	Support to responders through Public Weather Service Advisor attendance at Gold/Silver/Bronze			
WRVS				
13.1	Notification			
13.2	Assistance at Rest Centres			
13.3	Emergency Feeding			

CLEVELAND EMERGENCY PLANNING UNIT

13.4	Befriending				
RAYNET					
14.1	Notification				
14.2	Provision of communications network				
British Red Cross					
15.1	Notification				

CLEVELAND EMERGENCY PLANNING UNIT

15.2	First Aid					
15.3	Support to the Emergency Services					
St Johns Ambulance						
16.1	Notification					
16.2	First Aid					
16.3	Support to the Emergency Services					

CLEVELAND EMERGENCY PLANNING UNIT

Samaritans					
17.1	Notification				
17.2	Humanitarian Advice Centre				
RSPCA					
18.1	Notification				
18.2	Support for displaced populations				

CLEVELAND EMERGENCY PLANNING UNIT

18.3	Advice re care and treatment of animals				
Salvation Army					
19.1	Notification				
19.2	Assistance at Rest Centres				
19.3	Support to emergency services				
19.4	Clothing				

CLEVELAND EMERGENCY PLANNING UNIT

19.5	Feeding				

APPENDIX 'E' COMAH OFFSITE TESTING SUPPORT DOCUMENT

Element No:	Elements of plan	Evidence requirements
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1.1	Plan written; reviewed or updated	Dates & by whom
1.2	Plans located	Details of where plans kept e.g. Police/Fire Control Rooms, EPU etc
1.3	Provision of maps/revised	If provided by company Type of maps (size – of site, surrounding area, piz, etc) Location of maps
1.4	Letter to public (Reg 14)	Copy of letter – where retained – file number

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2	Activation of plan & actions by company should an incident occur	
2.1	Initiation of off-site plan	<p>How is it completed e.g. direct phone to Police or 999 system</p> <p>Sirens</p> <p>Who does it (name/position). Is it in their roles and responsibilities</p>
2.2	Notification to neighbours	<p>What systems are in place – telephones, fax, pager, sirens, etc</p> <p>Did the systems work</p> <p>Is there a dedicated person to perform this role</p> <p>Were phone numbers etc correct – when last updated</p>
2.3	Notification to Emergency Services	<p>How – 999 or direct line or other means</p> <p>Did it work – if not, why not</p> <p>Is there a person with this identified role – if so, who and are they aware.</p>
2.4	Setting up Emergency Control Centre (ECC / MECC)	<p>Location</p> <p>Are there sufficient phones, faxes, computers, desks, white boards</p> <p>Did equipment work</p>

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		<p>Is ECC/MECC easily accessible (out of hours – location of keys)</p> <p>Availability & location of plans, aide memoirs, hazard data</p> <p>Was it set up in a timely manner</p>
2.5	Alerting & calling out of staff not on site	<p>Names, positions, contact numbers</p> <p>Is list correct</p> <p>Could staff be contacted</p> <p>Date of last 'ring round'</p>
2.6	Provision of fall back ECC/MECC	<p>Does one exist. If so, location</p> <p>Same evidence as 2.4 above</p>
2.7	Key staff in ECC/MECC	<p>Who – their roles – did they understand their roles & responsibilities</p> <p>Did they arrive in ECC/MECC – time factor</p>
2.8	Off-site communications (Links to external agencies, neighbours, etc)	<p>By what means – phone, fax, pager, e mail</p> <p>Did they work</p> <p>Details available on identified contacts</p> <p>Was someone designated to perform this task</p>

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2.9	Notification to Competent Authority	<p>Were correct contact details held / known</p> <p>Was it performed & by whom</p>
2.10	Warning and informing the public	<p>Has the Operator a strategy/protocol to warn & inform the public</p> <p>Was it enacted</p> <p>By what means – fax, telephone, public address system, etc</p> <p>Who does it e.g. public relations officer, site main controller, etc</p> <p>Was information disseminated in a timely manner</p> <p>Was content sufficient to enable public to understand what action was necessary</p> <p>Amongst senior managers, is there an awareness of any strategy</p> <p>Are staff aware of their roles and responsibilities under the strategy</p> <p>Was warning / information repeated – how often</p>
2.11	Dynamic risk assessment of off-site or potential off-site consequences	<p>Was one conducted</p> <p>Who by</p> <p>Was it timely – was it revisited</p> <p>What was taken into consideration – e.g. chemical concerned, wind speed and direction, amount released, toxicity, harmful effects, environmental impact if any,</p>

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		density of population likely to be affected, knowledge of vulnerable premises, how quickly could plant be stabilised, isolations completed, warnings necessary for public, etc
2.12	Management of any evacuation from site	<p>Roll call procedures</p> <p>Mustering points</p> <p>Time taken to evacuate</p> <p>System for informing emergency services of actions taken</p>
2.13	Liaison with emergency services, including meeting at site entrance, directions to scene of incident, etc	<p>Was someone designated to 'meet & greet' the emergency services if so at what location</p> <p>Are there 'grab bags' (PPE/site maps/hazard data sheets) located at gatehouse for Emergency Services</p> <p>Were there site maps available for emergency services</p> <p>Were gate staff aware of procedures</p> <p>Were escorts provided</p>

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3	Command & Control, including the Emergency Control Centre (ECC/MECC)	
3.1	Communication Systems	<p>Adequate number of phones for company personnel</p> <p>Phones available in ECC/MECC for emergency services</p> <p>Phones available for use by Local Authority staff.</p> <p>Fax machine present</p> <p>System – was it adequate for both internal & external communications.</p> <p>Internal/external telephone directory available</p> <p>Directory – up to date</p> <p>Did staff know how to work the communications system, incl. fax</p>
3.2	Continual Liaison, including briefing procedures / 'time outs'	<p>Was an ECC/MECC Room Manager or equivalent appointed.</p> <p>Was a person designated to meet/greet/brief persons as they arrived in ECC/MECC.</p> <p>Were Liaison Officers from Emergency Services briefed upon arrival at ECC/MECC.</p> <p>Did 'time outs' take place – were they well conducted / concise / constructive / informative – did they create actions or just a 'talking shop'.</p>

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		Were actions followed through
3.3	Availability / accuracy of site plans / maps	<p>Were maps / plans available.</p> <p>Were maps / plans laminated so plume, location of FCP, etc could be drawn/written thereon.</p> <p>Did map cover surrounding area so potential off-site consequences could be plotted, PIZ shown, domino sites identifiable.</p> <p>Was compass point 'north' shown on map.</p>
3.4	Technical information	<p>Was a Technical advisor part of ECC/MECC Team.</p> <p>Was he/she present – part of call out team</p> <p>Was there technical information readily available – either PC or paper based</p> <p>How easy was technical information available and disseminated</p> <p>Was technical information conveyed to emergency services and others in language they could understand.</p>
3.5	Sharing and dissemination of information	<p>How good was the process of sharing information</p> <p>Was information shared amongst others, e.g. emergency services, Site Incident Controller, local authority, neighbours, media</p>

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	<p>Was salient information 'posted' on wall boards</p>
3.6	<p>Response</p> <p>Was response by operator/company positive</p> <p>Was major incident plan activated</p> <p>Was response timely</p> <p>Did response cover both on and off-site effects, implications, etc.</p> <p>Were potential off-site effects/implications considered – what & by whom</p> <p>Did staff know their roles and responsibilities</p> <p>Did staff know of and understand the roles and responsibilities of others, including external agencies and emergency services</p> <p>Were they aware of the COMAH plan(s) – location / content.</p> <p>Were they aware of worst case scenarios</p>
3.7	<p>Incident Log</p> <p>In what form was the log of events kept</p> <p>Were strategic decisions recorded</p> <p>Was there a dedicated person performing this role</p> <p>Was it kept up to date</p> <p>Was the 'loggist' kept informed of events/decisions to enable them to log them</p>

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		<p>appropriately</p> <p>Was log available for SMC / Emergency Services Commanders to check</p> <p>Were salient points highlighted in log</p> <p>Were salient points/important decisions made, put on board elsewhere in ECC/MECC so persons present were aware of them</p>
3.8	Links with Forward Control Point (FCP)	<p>Type of links between ECC/MECC and FCP</p> <p>Did links work effectively / were they sufficient</p> <p>Was a dedicated person appointed to perform this linkage</p>
3.9	Mitigatory action(s) to reduce off-site consequences / impact on off-site arrangements	<p>Were implications/effects (or potential) considered</p> <p>If so, were they sufficient / timely / adequate</p> <p>Provide examples/evidence of important actions</p>
3.10	Mitigatory action(s) to reduce any adverse effects to the environment	<p>Were implications / effects (or potential) considered</p> <p>If so, were they sufficient / timely / adequate</p> <p>Involvement of external environmental 'experts'</p> <p>Involvement of Environment Agency / Local Authority Environmental Health</p>

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	<p>Officer(s) (EHO)</p> <p>Use of / consideration of an Environmental Impact Analysis Group (EIAG)</p> <p>EIAG – set up / roles / responsibilities / knowledge</p>
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4	On-Site Forward Control	
4.1	Links to MECC / External Agencies	<p>Type of links</p> <p>Did they work / where they adequate</p> <p>Was there sufficient personnel to provide appropriate information link</p>
4.2	Provision of information to MECC / Emergency Services	<p>Did SIC provide information to MECC / Emergency Services</p> <p>Was it adequate / appropriate / timely</p> <p>Was SIC aware of facts to be able to give proper information to those requiring it</p> <p>Was information regularly updated</p> <p>Did time outs occur</p> <p>Were emergency services or others at FCP briefed appropriately</p>
4.3	Technical Information	<p>Did SIC have appropriate technical knowledge</p> <p>Was a Technical Officer (or person with that knowledge) at FCP</p> <p>Did SIC have access to a Technical Officer</p> <p>Was technical information available either in written form or PC based e.g. chemical</p>

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		data sheets
4.4	Liaison with Emergency Services	<p>Were emergency services properly briefed on arrival at FCP</p> <p>Was there easy access to the SIC for the emergency services</p> <p>Were emergency services part of 'time out' procedures</p> <p>Was specialist or technical information available to the emergency services</p>

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5.	Response by External Agencies	
	Activation of & Response by:	
5.1	Police	<p>Activation – how / who by</p> <p>Police checklist of persons/agencies to inform – completed</p> <p>Police aware of site location and access</p> <p>Was a safe route established</p> <p>Was RV points considered / set up</p> <p>Was wind speed and direction obtained</p> <p>Was chemdata obtained</p> <p>Actions by Bronze Commander</p> <p>Actions by First Responder at scene</p> <p>Actions by Silver Commander</p> <p>Police Liaison Officer to / in ECC/MECC</p> <p>Actions by Gold Commander, if utilised</p>

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	<p>Was response timely</p> <p>Were there sufficient officers available / deployed to deal with incident</p> <p>Were road closures / diversionary routes considered / established / effective</p> <p>Were officers aware of their roles and responsibilities</p> <p>Did Police discharge their responsibilities in line with their emergency procedures</p> <p>Were Police communications effective</p> <p>Was a Casualty Bureau established – was it effective</p> <p>Was there good liaison, interoperability and lines of communication between the Police and other emergency services</p> <p>Was there good liaison and lines of communication between the Police and other agencies i.e. local authority, emergency planning unit</p> <p>Did the Police co-ordinate the media – was it effective</p> <p>Evacuation – considered / implemented / effective</p> <p>Were body handling / recovery procedures exercised - effective</p> <p>Were scenes of crime procedures effective</p> <p>Prevention of people entering the affected area</p>
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CLEVELAND EMERGENCY PLANNING UNIT

5.2	Fire Brigade	<p>Activation – how / who by</p> <p>Fire Brigade checklist of persons/agencies to inform – completed</p> <p>Fire Brigade aware of site location and access</p> <p>Was a safe route established</p> <p>Was RV points considered / set up</p> <p>Was wind speed and direction obtained</p> <p>Was chemdata available / obtained</p> <p>Actions by Bronze Commander</p> <p>Actions by Silver Commander</p> <p>Fire Brigade Liaison Officer to / in ECC/MECC</p> <p>Actions by ‘Gold’ Commander, if utilised</p> <p>Was response timely</p> <p>Were there sufficient officers / appliances available and/or deployed to deal with incident</p> <p>Were officers aware of their roles and responsibilities</p> <p>Did Fire Brigade discharge their responsibilities in line with their emergency</p>
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CLEVELAND EMERGENCY PLANNING UNIT

	<p>procedures</p> <p>Were Fire Brigade communications effective</p> <p>Was a FCP established - was it effective</p> <p>Was an inner / outer cordon established</p> <p>Was ppe used / effective</p> <p>Was there good liaison, interoperability and lines of communication between the Fire Brigade and other emergency services</p> <p>Was there good liaison and lines of communication between the Fire Brigade and other agencies i.e. local authority, emergency planning unit</p> <p>Did the Police co-ordinate the media – was it effective</p> <p>Evacuation – considered / implemented / effective</p> <p>Was foam needed to fight the incident – was there sufficient available</p> <p>Were de-contamination procedures exercised - effective</p> <p>Were media protocols observed</p> <p>Was there containment of fire water 'runoff'</p>	
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CLEVELAND EMERGENCY PLANNING UNIT

5.3	Ambulance	<p>Activation – how / who by</p> <p>Ambulance checklist of persons/agencies to inform – completed</p> <p>Were Ambulance aware of site location and access</p> <p>Was safe route established</p> <p>Was RV points considered / set up</p> <p>Was wind speed and direction obtained</p> <p>Was chemdata obtained</p> <p>Actions by First Ambulances on scene</p> <p>Was an Ambulance Incident Officer dispatched – was their role effective</p> <p>Was a medical control point and tri-age area established</p> <p>Were ambulance loading points/casualty clearing stations established</p> <p>Was response timely</p> <p>Were there sufficient officers available / deployed to deal with incident</p> <p>Was an Ambulance Liaison Officer dispatched to receiving hospital</p> <p>Did Ambulance Control inform the receiving hospital(s)</p> <p>Were officers aware of their roles and responsibilities</p>
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CLEVELAND EMERGENCY PLANNING UNIT

		<p>Did the Ambulance Service discharge their responsibilities in line with their emergency procedures</p> <p>Were Ambulance communications effective</p> <p>Was there good liaison, interoperability and lines of communication between the Ambulance Service and other emergency services</p> <p>Was there good liaison and lines of communication between the Ambulance Service and other agencies i.e. local authority, emergency planning unit</p> <p>Was a mobile medical team considered / exercised / was it available</p> <p>Decontamination procedures</p> <p>Did Ambulance Service obtain correct information on chemical to effectively deal with casualties</p>
5.4	Local Authority	<p>How were they alerted</p> <p>Was alerting timely</p> <p>Was Emergency Planning Duty Officer alerted – responded</p> <p>Was Local Authority Emergency Centre established – was it effective</p> <p>Was a Local Authority Liaison Officer sent to MECC / Police Command (Silver and/or Gold) – were they aware of their role & responsibilities</p>

CLEVELAND EMERGENCY PLANNING UNIT

<p>Were Rest Centres / Reception Centres – considered / effective</p> <p>Was Local Authority able to respond to requests to effect road closures / traffic diversions</p> <p>Were their viable plans for emergency accommodation and feeding</p> <p>Dissemination of warnings / information to local authority vulnerable premises in area of incident</p> <p>Was Chief Executive and Chief Officers alerted – timely / available</p> <p>Did local authority media staff work alongside Police in co-ordinating media response</p> <p>Did local authority provide specialist advice e.g. environmental / public health</p> <p>Co-ordination of recovery phase</p> <p>Were there viable plans for removal of rubbish / large amounts of debris</p> <p>Were there viable plans for provision of temporary or permanent housing of persons made homeless</p> <p>Were there viable plans to safeguard the public against environmental conditions prejudicial to public health</p> <p>Were there procedures in place to inform elected members</p> <p>Were COMAH off-site plans readily available</p>	
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CLEVELAND EMERGENCY PLANNING UNIT

5.5	Harbour Authority	<p>Alerted, if appropriate</p> <p>Was it timely</p> <p>Was their contact procedures effective</p> <p>Were actions taken to safeguard ships & their crews</p> <p>Were marine pollution procedures enacted i.e. deployment of booms, skimmers to retrieve surface material, etc</p> <p>Were they kept informed of the incident as it progressed</p>
5.6	Primary Care Trust (PCT)	<p>Were they alerted – was it timely</p> <p>Was the PCT contact / alerting procedures effective</p> <p>Was the PCT links with the receiving hospitals robust</p> <p>Were their emergency procedures effective</p>
5.7	Health Protection Agency (HPA)	<p>Were they alerted – was it timely</p> <p>Were their contact / alerting procedures effective</p> <p>Were their links with the receiving hospitals robust</p> <p>Were their emergency procedures effective</p> <p>Did they provide specialist advice i.e. contagious diseases</p>

CLEVELAND EMERGENCY PLANNING UNIT

5.8	Hospital(s)	<p>Were they alerted by the Ambulance Control</p> <p>Was the alerting timely</p> <p>Were their contact / alerting procedures effective</p> <p>Were their links with the ambulance control robust</p> <p>Were their emergency procedures effective</p> <p>Was a Hospital Control Team deployed – effective</p> <p>Did they have the expertise to deal with the chemicals involved</p>
5.9	Environment Agency (EA)	<p>Were they alerted – by whom – was it timely</p> <p>Was specialist environmental advice offered / provided to assist with mitigatory actions</p> <p>Did an EA competent officer respond</p> <p>Was the EA regularly updated</p> <p>Were they involved in the Environmental Impact Analysis Group</p>
5.10	Health & Safety Executive (HSE)	<p>Were they alerted – by whom – was it timely</p> <p>Was specialist advice offered / provided to assist the Operator mitigatory actions</p> <p>Did an HSE Inspector respond</p>

CLEVELAND EMERGENCY PLANNING UNIT

		Was the HSE regularly updated
5.11	Other Agencies e.g. Food Standards Agency	<p>Were they alerted – by whom – was it timely</p> <p>Was specialist advice offered / provided to assist with mitigatory actions and safeguard the public</p> <p>Did a competent officer respond i.e. member of DEFRA Rural Team</p> <p>Was the FSA / DEFRA regularly updated</p>
	Issues to be considered during response:	
5.12	Rendezvous Points	<p>Were suggested RV points identified in plans</p> <p>Were responding emergency services aware of them</p> <p>Were the RV points utilised effectively</p> <p>Was an RV Officer(s) appointed by Police or other emergency service</p>
5.13	Safe Routes	<p>Were suggested safe routes identified in plan, taking into account normal wind direction</p> <p>Were the responding emergency services aware of them</p> <p>Before personnel / vehicles were sent to scene, were safe routes:</p>

CLEVELAND EMERGENCY PLANNING UNIT

		<ul style="list-style-type: none"> • considered • determined • was advice sought from operator • plume, wind speed and direction obtained by each emergency service / local authority (or information shared)
5.14	Road closures / traffic management	<p>Were suggested road closures identified in plan</p> <p>Were road closures considered during exercise</p> <p>Would they have been effective or completed in a timely manner</p> <p>Were alternative routes considered</p> <p>Was the LA Traffic Management Section contacted / timely manner</p> <p>Would Traffic Management have been able to put diversionary routes into effect</p> <p>Had diversionary routes been considered prior to exercise</p> <p>Did Local Authority have appropriate barriers / signage to effect road closures / diversions considered during exercise</p>
5.15	Access to Site	<p>Is site access clearly identified in emergency response plan / marked on plans</p> <p>Are site entrances clearly marked on approach to site</p>

CLEVELAND EMERGENCY PLANNING UNIT

	<p>Are alternative access points identified in plan should primary access be unavailable i.e. in plume of toxic release</p> <p>Are gate / security staff employed to control access to site</p> <p>Is their role clearly identified in plans</p> <p>Are they aware of their role</p> <p>Was access easily gained to site by emergency services</p> <p>Was PPE available at site access point for emergency services i.e. Police</p> <p>Was a 'grab bag' (site maps, chemdata, some PPE) available at gatehouse</p> <p>Are there arrangements to escort emergency services / LA liaison from site access point to (a) FCP and/or (b) ECC/MECC</p>	
	<p>Availability of Additional Resources:</p>	
<p>5.16</p>	<p>Equipment</p>	<p>Availability of additional equipment i.e. heavy lifting gear, cranes</p> <p>Availability of damage control and repair items</p> <p>Did Operator and/or emergency services / local authority have up to date contact lists to obtain equipment</p>

CLEVELAND EMERGENCY PLANNING UNIT

5.17	Water & other fire fighting requirements e.g. foam	<p>Was there sufficient water (and pressure) available from mains on site to fight the incident</p> <p>Were there additional water supplies available nearby i.e. river, other water mains</p> <p>Were foam stocks on site sufficient</p> <p>Could additional foam be obtained in a timely manner</p>
	Communications	
5.18	Activation of supporting procedures e.g. media	<p>Were media protocols activated – timely – who by</p> <p>Effectiveness of a media briefing centre</p> <p>Were press statements produced – who by – were they timely – were they coordinated</p> <p>Was there an exchange of PRO's between Operator & Police or other lead agencies</p>
5.19	Between Emergency Services and Operator	<p>Were effective communication links established</p> <p>Were Liaison Officers exchanged to aid flow of information</p>
5.20	Between Emergency Services	<p>Were effective communication links established – maintained</p>

CLEVELAND EMERGENCY PLANNING UNIT

5.21	Between Emergency Services, Local Authorities and other Agencies	Were effective communication links established - maintained
5.22	Between Emergency Services, Control Rooms and Forward Control Post	Were effective communication links established - maintained

CLEVELAND EMERGENCY PLANNING UNIT

6.	Long Term Response	
6.1	Liaison Procedures	<p>Did plans contain effective liaison procedures</p> <p>Were effective lines of communication established</p>
6.2	Mitigation actions to protect the Environment	<p>What long term actions were considered to protect the environment</p> <p>Consideration of water run off into drains, sewers, watercourses</p> <p>Consideration of water abstraction points, local amenity areas, open spaces etc</p> <p>Were they viable</p> <p>Are they thought to be effective</p> <p>Consideration of SSSI & SNCI sites</p>
6.3	Environmental Impact Analysis Group	<p>Set up - location</p> <p>Key players</p> <p>Aims and objectives</p> <p>Consideration of SSSI & SNCI sites</p>

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		Consideration of other vulnerable premises / locations
6.4	Restoration of the Environment	<p>What long term actions were considered for the restoration of the environment</p> <p>Are they viable</p> <p>Are they thought to be effective</p> <p>Who would be involved</p> <p>Arrangements for removal / replacement of contaminated soil and debris</p> <p>Arrangements / consideration for restocking watercourses</p> <p>Arrangements / consideration for remedial action on surface and groundwater supplies</p>
6.5	Recovery Phase within Local Community	<p>What long term actions were considered for the restoration of the local community</p> <p>Are they viable - thought to be effective</p> <p>Who would be involved</p>

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7.	Good Practice	
7.1	Company de-brief following exercise / test	Dates Attendance sheet Minutes / outcomes Action sheet if necessary
7.2	Multi agency debrief following exercise / test	Date(s) Report & Attendance Sheet Minutes of 'follow up' meeting Action sheet if necessary
7.3	Site Familiarisation Visits:	
	Police	Dates & by whom Include tour of site/MECC & presentation of Operators response arrangements
	Fire	Dates & by whom

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		Include tour of site/MECC & presentation of Operators response arrangements
Ambulance		Dates & by whom Include tour of site/MECC & presentation of Operators response arrangements
Emergency Planning Unit / Local Authority		Dates & by whom Where appropriate, Elected Members for the Council Ward in which the site is situated should attend Include tour of site/MECC & presentation of Operators response arrangements

NOTE: This is generic guidance and therefore not all elements may apply to every company / operator

*Type of Testing:

TT = Table Top CP = Command Post SC = Small Scale MLP = Major Live Play
 I = Incident C = Communications

APPENDIX 'F' EXERCISE BID PRO-FORMA AND LETTER

PRO-FORMA - Category 1 & 2 Responders, Cleveland Local Resilience Forum

This form is to provide the LRF exercise planning group with an overview of proposed exercises. If you have any queries or wish to discuss further, please contact the Exercise Planning Group on 01642 232442.

All bids to be returned to the EPG Chair by latest..... Exercise Bids Cleveland Emergency Planning Unit Aurora Court Barton Road Riverside Middlesbrough TS2 1RY Tel No: 01642 232442	Organisation / Company:
	Address:
	Contact Name:
	Tel Number:
	E-mail:

Please select your preferred type of exercise (subject to change during the planning process):

Major Live Play Used to test coordination and communications in the context of a major incident. Physical deployment of resources, multiple command cells etc. This will require physical deployment of resources from the operator emergency services, local authority, health and other agencies.

Multi-Agency Training Day Used to brief a large number of persons

Small scale / Control Post Used to test specific elements of the Onsite/Offsite Plans e.g. communications, the functioning of the MECC. This may require some physical deployment of resources from the operator, emergency services, local authority, Health and other agencies.

Table Top Used to test specific elements of Plans, or allow time shifts e.g. immediate response through to recovery.

Other

CLEVELAND EMERGENCY PLANNING UNIT

Aim(s) Please identify the specific elements to be tested e.g. Gold Command, communications strategy, ECC (where possible refer to the exercising & testing template):		
Proposed Scenario:		
Proposed Planning Team:		
Organizations requiring involvement: <input type="checkbox"/> Police <input type="checkbox"/> Fire <input type="checkbox"/> Ambulance <input type="checkbox"/> Local Authority (Stockton/Middlesbrough/Redcar/Hartlepool) <input type="checkbox"/> GONE <input type="checkbox"/> Industry <input type="checkbox"/> Utilities	<input type="checkbox"/> Health Protection Agency <input type="checkbox"/> MOD <input type="checkbox"/> Environment Agency <input type="checkbox"/> Health and Safety Executive <input type="checkbox"/> Voluntary Agencies <hr/> <input type="checkbox"/> Other (please State):	
Proposed dates for exercise (Please provide 3 in preferential order per exercise):		
Preferred date 1	Preferred date 2	Preferred date 3

LETTER - COMAH OPERATORS

Your Ref:

Tel [01642] 232442

Our Ref:

DH/EP 10e - 21

Fax [01642] 224926

Date

Dear SHE Manager,

Exercise and Testing under the COMAH Regulations

As you are aware, the COMAH Regulations require the COMAH off-site emergency response plan to be tested at suitable intervals, not exceeding 3 years.

To ensure that we meet our statutory duties under the COMAH legislation we are required to test the offsite emergency response plan for your site. Wherever possible we aim to do this in conjunction with the operator to ensure that the on-site and off-site plans dovetail as advised in "Emergency planning for major accidents Control of Major Accident Hazards Regulations" (HSG 191).

Prioritisation

As you appreciate there are a finite number of exercises that the Emergency Services and ourselves can participate in and therefore we have changed the exercise bidding process and will give priority to those sites who are new, whose offsite plans have not been tested within the previous period or for which the evidence of testing the offsite emergency plan is due to expire within the next financial year.

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Your site has been allocated a high/medium/low priority for the financial year 2010-2011.

Where an operator is not given a high priority (e.g. because the offsite plan was tested the previous year) but still wishes to exercise we would encourage a bid to be submitted and this will be considered.

As with previous years we request that you submit the attached pro-forma indicating suitable dates. Please return the completed pro-forma by the ## December 20##. This will allow the calendar to be confirmed in early February 20##. Late applications are unlikely to be considered.

Suggested means of testing

We are also including suggestions as to suitable means of testing for your specific circumstances, having received a number of bids for major live play exercises that have subsequently been reduced to small scale exercises. We would be happy to discuss alternatives.

We suggest that a small scale exercise would be appropriate, i.e. live notification from 3 x 999 calls, 2 representatives per service responding to site, being met, establishing multi-agency locations i.e. bronze and the ECC.

Cost Recovery

The cost recovery process by the emergency services and emergency planning unit for involvement in exercises continues. We are conscious of the current economic situation however this must be balanced against statutory requirements. Where possible we will look at reducing the resources required for exercising or crediting training benefits to the offsite agencies.

The estimated costs of involvement in an exercise should always be

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agreed at or shortly following the second planning meeting (see revised “Exercising & Testing within Cleveland”).

Should an Operator cancel an exercise before the date upon which it was to have been staged, a charge will be made for any preparatory work already conducted in pursuit of that exercise.

Further Information

You may find it beneficial to look at a copy of the revised “Exercises and Testing in Cleveland” document which is available at <http://www.clevelandemergencyplanning.info/downloads.htm>.

If you have any queries concerning this letter or any other aspect of COMAH planning, please contact any member of the emergency planning team or myself.

Yours sincerely,

Denis Hampson
Chief Emergency Planning Officer

CLEVELAND EMERGENCY PLANNING UNIT

PRO-FORMA - **COMAH Operators Bid Form**
Cleveland Local Resilience Forum

If you have any queries please contact the Exercise Planning Group on 01642 232442.

All bids to be returned to the EPG Chair by latest..... Exercise Bids Cleveland Emergency Planning Unit Aurora Court Barton Road Riverside Middlesbrough TS2 1RY Tel No: 01642 232442	Organisation / Company:
	Address:
	Contact Name:
	Tel Number:
	E-mail:
Aim(s): Please identify the specific elements to be tested e.g. Gold Command, communications strategy, ECC (where possible refer to the exercising & testing template):	
Proposed Planning Team:	
Organisations requiring involvement: <input type="checkbox"/> Police <input type="checkbox"/> Fire <input type="checkbox"/> Ambulance <input type="checkbox"/> Local Authority (Stockton/Middlesbrough/Redcar/Hartlepool)	<input type="checkbox"/> Health Protection Agency <input type="checkbox"/> MOD <input type="checkbox"/> Environment Agency <input type="checkbox"/> Health and Safety Executive <input type="checkbox"/> Voluntary Agencies <input type="checkbox"/> Other (please State):

CLEVELAND EMERGENCY PLANNING UNIT

<input type="checkbox"/> GONE <input type="checkbox"/> Industry <input type="checkbox"/> Utilities		
<p>Please select your preferred type of exercise (subject to change during the planning process):</p> <p>Major Live Play Used to test coordination and communications in the context of a major incident. Physical deployment of resources, multiple command cells etc. This will require physical deployment of resources from the operator emergency services, local authority, health and other agencies.</p> <p>Multi-Agency Training Day Used to brief a large number of persons</p> <p>Small scale / Control Post Used to test specific elements of the Onsite/Offsite Plans e.g. communications, the functioning of the ECC/MECC. This may require some physical deployment of resources from the operator, emergency services, local authority, Health and other agencies.</p> <p>Table Top Used to test specific elements of the Onsite/Offsite Plans, or allow time shifts e.g. immediate response through to recovery. This may require the involvement of the operator, emergency services, local authority, health and other agencies.</p>		
<p>Proposed dates for exercise (Please provide 3 in preferential order per exercise):</p>		
Preferred date 1	Preferred date 2	Preferred date 3

**APPENDIX 'G' SUGGESTED AGENDAS FOR EXERCISE
PLANNING MEETINGS**

1st Exercise Planning Meeting

1. Welcome, Introductions, Apologies
2. Aims & objectives of Exercise – Operator / Lead agency
3. Scenario (s) for Exercise – Operator / Lead agency. Agree outline of scenario, including location / venue, exercise name and approximate timeline.
4. Aims & objectives for relevant agencies with regard to above scenario and taking into account their statutory requirements.
5. Identification of which elements of the plan(s) are to be tested
6. Agree author of exercise script & / or members of 'script' team. For discussion / ratification at 2nd planning meeting.
7. Exercise Resources
8. Agree on exercise staffing by agency
 - a. Directors / Umpires
 - b. Safety Officers.
 - c. Exercise Observer(s)
 - d. Players
9. Exercise Dynamics and Mechanics – agree / acknowledge and record.
10. Debrief – Agree style, timing and lead
11. Associated cost recovery / Finance and invoicing process
12. Any other business
13. Agree action list and responsibility for action – for updating / discussion at 2nd planning meeting.
14. Confirm future meeting dates, locations and any PPE requirements.
15. Minutes / notes of the meeting and actions to be circulated prior to the 2nd planning meeting.

2nd Exercise Planning Meeting

1. Welcome, Introductions, Apologies
2. Aims & objectives of Exercise – Operator / Lead agency
3. Scenario (s) for Exercise – Operator / Lead agency. Agree outline of scenario, including location / venue, exercise name and approximate timeline.
4. Conduct Health & Safety risk assessment 'Walk through of exercise on site'
5. Discuss any specific issues as a result of H & S risk assessment.
6. Outstanding actions from 1st Exercise Planning meeting
7. Updated Aims & objectives of exercise, including agency objectives.
8. Confirm Scenario(s) for Exercise – exercise author / script team
9. Discuss exercise injects & model answers / actions
10. Consider additional injects if exercise played to quickly / not going to plan.
11. Exercise Dynamics and Mechanics – agree / acknowledge and record any artificiality that may need to be included as only an exercise.
12. Review drafted time line
13. Confirm venue / duration of exercise / facilities
14. Operator / agencies to highlight any difficulties
15. MATD exercise type – agree set of panel of experts / guest speakers etc.
16. Identify / agree what additional material is required e.g. photographs/ CHEMETs / maps / audio / visual inputs
17. Identify person(s) responsible providing above
18. Confirm number of players / observers / umpires / observers etc for exercise.

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19. Any specific policy / H & S issues etc
20. Agree key briefing information for observers / umpires before start of exercise
21. Confirm estimated costs have been supplied by relevant agencies
22. Confirm debrief, location attendees etc
23. Agree any additional actions required for the subsequent exercise planning meeting.
24. Arrange date for post exercise meeting.
25. Minutes / notes of the meeting and actions to be circulated prior to the 3rd planning meeting or exercise if no 3rd exercise planning meeting.

3rd Exercise Planning Meeting

1. Welcome, Introductions, Apologies
2. Outstanding actions from 2nd Exercise Planning meeting.
3. Confirm and update exercise arrangements - Any issues / changes
4. Confirm resources
 - a. Players
 - b. Safety Officers
 - c. Facilitators / Umpires
 - d. Observers
5. Agree final exercise injects & timeline
6. Confirm exercise briefing times / location
7. Confirm any additional material required and who responsible e.g. photographs, maps, plans, audio / visual inputs are ready
8. Confirm debriefs arrangements
9. Confirm post exercise meeting
10. Confirm funding mechanisms and cost recovery where applicable
11. Any additional actions required for the exercise to be recorded and completed ASAP.
12. Minutes / notes of the meeting and actions to be circulated prior to the exercise

APPENDIX 'H' COMAH EXERCISE BIOGRAPHY



Cleveland Emergency Planning Unit

Exercise Name:	
Exercise Type:	
Exercise Date:	
Site:	
Lead Officer:	

Planning Team Contacts

Name	Organisation:	Telephone:
	Company:	
	Company 2	
	Police	
	Fire	
	Ambulance	
	Local Authority	
Meeting	Time and Date	Location
1st Planning Meeting		
2nd Planning Meeting and Risk Assessment		
3rd Planning Meeting (Consolidation Meeting)		
Exercise		
Debrief		
Debrief report to be issued		
Matrix to be issued		
Follow up meeting		

1st Planning Meeting

Location:		Time:		Date:	
Representative:					
Additional Information:					
Exercise Codename:					
Exercise Type:					
Date of Exercise:		Duration of Exercise:			
Start Ex:		End Ex:			
Location:					
Wind Speed and Direction:					
Weather Conditions:					
Exercise Controller:					
Exercise Director:					
Exercise Dynamics:					

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EXERCISE SCENARIO

Onsite Consequences

--

Offsite Consequences (types of hazards, area to be affected)

--

Casualties

--

(live casualties , Dummies , labelled)

Exercise Objectives / Elements of Matrix to be tested

EXERCISE PARTICIPANTS & STRUCTURE

Police <input type="checkbox"/>	Fire <input type="checkbox"/>	Ambulance <input type="checkbox"/>	EPO <input type="checkbox"/>	SembCorp <input type="checkbox"/>
Other:				
Forward Control				
Silver Command				
Gold Command				
ECC / MECC				
Notes:				

CODEWORDS & NOTIFICATION

Notification Exercise Suspension / Abandonment:	
Notification to emergency services	3 x 999 calls <input type="checkbox"/> or other <input type="checkbox"/>
Notification to EPU via	Police <input type="checkbox"/> Fire <input type="checkbox"/> other <input type="checkbox"/>
Use of fax system	Yes <input type="checkbox"/> No <input type="checkbox"/>

HEALTH & SAFETY ISSUES

<input type="checkbox"/> Light Eye Protection <input type="checkbox"/> Flame Retardant Clothing <input type="checkbox"/> Helmet <input type="checkbox"/> Hearing Protection <input type="checkbox"/> Safety Footwear <input type="checkbox"/> Intrinsic Site <input type="checkbox"/> No mobiles communications <input type="checkbox"/> Inductions required <input type="checkbox"/> Police PPE Grab bag availability	Notes:
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Additional Remarks / Comments:

Date / Time Next	
Meeting:	
Venue:	

2ND PLANNING MEETING (Health & Safety Meeting)

Location:		Time:		Date:	
Representative:					

Additional Information:

DEBRIEFS

Bronze / Front end

Location:	Time (approx):
Lead by:	

Silver / Tactical Command

Location:	Time (approx):
Lead by:	

ECC

Location:	Time (approx):
Lead by:	

STRUCTURED DEBRIEFS

Debrief 1

Date:	Location:
Time:	Lead by:
Attendees; Players / planners / umpires / directors	
Notes (electronic / paper debrief, projector / screen required etc):	

Debrief 2

Date:	Location:
Time:	Lead by:
Attendees; Players / planners / umpires / directors	
Notes (electronic/ paper debrief, projector/screen required etc):	

Cost Estimate

Police:	Fire:	NEAS:	LA:
Combined:			
Company Purchase Order Number:			
Estimate handed to:	Memo Prepared for Admin? Yes / No		

IDENTIFIED ROLES AND RESPONSIBILITIES

Umpires / Directors	
Name and Agency	Location
Observers	
Name and Agency	Location
Players	
Name and Agency	Location
Bronze	
Silver	
ECC / MECC	

3rd PLANNING MEETING (Consolidation Meeting)

Date:		Time:		Location:	
Representative:					
Additional Information:					
Any changes to plan / scenario:					
Pre-Exercise Briefing?			Time & Location:		
Contact Details for Debrief Report & Matrix					
Police /Fire / Ambulance OK to receive electronic copy					

ESSENTIAL BRIEFING POINTS:

Exercise Name:		Time & Date:	
Date:		Exercise Duration:	
This is / is not a multi-agency Exercise			
Other agencies involved:			
Required PPE			
<input type="checkbox"/> Staff briefing sheet issued <input type="checkbox"/> Admin <input type="checkbox"/> Players			
Exercise scenario will / will not include: <ul style="list-style-type: none"> <input type="checkbox"/> A COMAH/contingency plan site <input type="checkbox"/> Simulated casualties <input type="checkbox"/> Hazardous substances <input type="checkbox"/> Simulated hazardous substances <input type="checkbox"/> Fire <input type="checkbox"/> Simulated fire/smoke <input type="checkbox"/> Smoke <input type="checkbox"/> Effects toxic/harmless <input type="checkbox"/> Communications sent to Cleveland EPU (Please retain) <input type="checkbox"/> CHEMET 			

Summary & Notes:

CLEVELAND EMERGENCY PLANNING UNIT



CLEVELAND POLICE EXERCISE BIOGRAPHY

Operator:	
Location:	
Exercise Date:	
Exercise Type:	
Exercise Name:	
Lead Officer:	

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Planning Team Contacts

Name	Organisation:	Telephone:
	Company:	
	Company :	
	Police	
	Fire	
	Ambulance	
	Local Authority	

CLEVELAND EMERGENCY PLANNING UNIT

Planning Dates

Meeting	Time and Date	Location
1st Planning Meeting		
2nd Planning Meeting and Risk Assessment		
3rd Planning Meeting (Consolidation Meeting)		
Exercise		
Debrief		
Debrief report to be issued		
Matrix to be issued (Liaise LA)		
Follow up meeting		

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1st PLANNING MEETING

Date:	Time:	Location:
Represented By:		

Exercise Controller:			
Exercise Director:			
Exercise Codename:			
Exercise Type:		Date of Exercise:	
Start time:		Duration (approx):	
Specific Location			
Wind Speed & Direction:			
Weather Conditions:			
Exercise Dynamics & Scenario:			
Onsite Consequences:			

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Offsite consequences: (types of hazards, areas affected, any specific issues)	
Casualties: (Live, Dummies, labelled etc)	

Police Objectives

Entry on to site by Police personnel – information / directions to incident (H&S / PPE constraints – issued)
To examine the interagency working at Operational / tactical level
To provide effective and efficiency ‘multi agency timeouts’
To examine the role of the Company representative at Silver Command
To examine the role of the Police liaison Officer at the ECC / MECC
To test the communication links between all areas (CSU, ECC / MECC, Bronze, Silver etc)

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Exercise Participants

Police <input type="checkbox"/>	Fire <input type="checkbox"/>	Ambulance <input type="checkbox"/>	CEPO <input type="checkbox"/>
Other:			
Safety Officer Identified By:	Tabard		
Exercise Director Identified By:	Tabards		
Exercise Observers:	will / will not be present	Identified by Tabards	

Codewords

Genuine Injury Sustained:	
Notification Exercise Suspension/ Abandonment:	

Notification

Notification to Emergency services	3 x 999 <input type="checkbox"/> or Other <input type="checkbox"/> How?
Notification to CEPU via	Police <input type="checkbox"/> Fire <input type="checkbox"/> Other <input type="checkbox"/> who?
Use of Fax system	Yes <input type="checkbox"/> No <input type="checkbox"/>

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Health & Safety Issues

<input type="checkbox"/> Light Eye Protection <input type="checkbox"/> Flame Retardant Clothing <input type="checkbox"/> Helmet <input type="checkbox"/> Hearing Protection <input type="checkbox"/> Safety Footwear <input type="checkbox"/> Intrinsic Site <input type="checkbox"/> No mobiles <input type="checkbox"/> Intrinsic Mobiles <input type="checkbox"/> Airwaves <input type="checkbox"/> Intrinsic airwaves <input type="checkbox"/> Inductions required <input type="checkbox"/> Police PPE Grab bag available	Notes:
Additional Remarks/Comments:	

Future Meetings

Date/Time Next Meeting:	
Venue:	

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DEBRIEFS (Hot wash debrief on day of exercise)

Bronze / Front end

Location:	Time (approx):
Lead by:	

Silver / Tactical Command

Location:	Time (approx):
Lead by:	

ECC / MECC

Location:	Time (approx):
Lead by:	

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STRUCTURED DEBRIEFS

Debrief 1

Date:	Location:
Time:	Lead by:
Attendees: Players / planners / umpires / directors (delete as appropriate)	
Notes: (electronic/paper debrief, projector/screen required etc):	

Debrief 2

Date:	Location:
Time:	Lead by:
Attendees: Players / Planners / Umpires / Directors (delete as appropriate)	
Notes: (electronic/ paper debrief, projector/screen required etc):	

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3rd PLANNING MEETING (Consolidation Meeting)

Date:		Time:		Location:	
Representative:					

Additional Information:

Any changes to Plan / Scenario:

Pre-Exercise Briefing?	Time & Location:

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Contact Details for Debrief Report & Matrix

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IDENTIFIED ROLES AND RESPONSIBILITIES

UMPIRES			
Names	Role	Location	
	Bronze		
	Silver		
	HQ – command room		
	Site – ECC / MECC		
PLAYERS			
Names	Role / Location		
	Silver Commander	<input type="checkbox"/> Command Room	<input type="checkbox"/> Other
	Staff Officer - silver		
	Staff Officer - silver		
	Bronze – Incident officer		
	Staff Officer - Bronze		
	First Responder		
	Police Liaison Officer ECC / MECC		
	Staff Officer - Police Liaison Officer ECC / MECC		
	Health & Safety		
	Command Room Supervisor (Manager)		
	Command Support Operator	<input type="checkbox"/> Command Room	<input type="checkbox"/> CSU
	Command Support Operator	<input type="checkbox"/> Command Room	<input type="checkbox"/> CSU
	Command Support Operator	<input type="checkbox"/> Command Room	<input type="checkbox"/> CSU
	Observers -		
	Observers -		

Essential Briefing Points:

Exercise Name :			
Location of Exercise:			
Date & Start time:	Approx Duration:	
This is / is not a multi-agency Exercise:		Agency participation:	
		<input type="checkbox"/> Police <input type="checkbox"/> LA <input type="checkbox"/> Fire <input type="checkbox"/> Sembcorp <input type="checkbox"/> Ambulance <input type="checkbox"/> other <input type="checkbox"/> <input type="checkbox"/>	
Exercise scenario will include: (tick appropriate areas or add additional items)			
<input type="checkbox"/> A COMAH site <input type="checkbox"/> Simulated casualties <input type="checkbox"/> Hazardous substances <input type="checkbox"/> Simulated hazardous substances <input type="checkbox"/> Fire <input type="checkbox"/> Simulated fire/smoke <input type="checkbox"/> Smoke <input type="checkbox"/> Effects toxic/harmless <input type="checkbox"/> <input type="checkbox"/>			
Safety Officer will be present - identified by:			Tabards
Exercise Directors will be present - identified by:			Tabards
Exercise Observers will/will not be present - identified by:			Tabards
Any concerns regarding personal health and safety or the health and safety of others during the exercise should be drawn to the attention of the Safety Officer or Exercise Director immediately. An assessment will be made as to whether the exercise can continue.			

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If a genuine injury is sustained (as opposed to a simulated injury) use and repeat the codeword to attract attention – under no circumstances should these words be used by role playing casualties.

Notification of exercise suspension / abandonment / completion will be given by:
(Codewords or audible signals)

A Health and safety risk assessment has been undertaken on (date).....by: EPO and Health & Safety Advisor

and your attention is drawn to:

(Tick as appropriate)

De MATCH Area

No radios (intrinsically safe only)

No mobile phones.

No pagers.

No matches.

No lighters

Protective clothing / equipment required - Hard Hats, light eye protection, high viz jackets & flame retardant overalls. MUST be worn by all players, umpires and observers.

Areas of site prohibited – Remain within the confines/designated area exercise at all times.

No eating or drinking is allowed whilst on site

Accident Reporting Procedure

Areas of site prohibited

Physical hazards on site (sharp points, trip hazards, etc.) Uneven ground – command vehicle steps. CFB hoses – water sprays

Fire Evacuation Procedure

First Aid Facilities - ambulance on site

Actual alarm on site –remain where you are you will be given instructions as to the nearest refuge centre or route to leave site

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BRIEFING LOG

Name & collar no.	Role	Briefed By	Signed	Date	Issued EPU Radio no. (intrinsically safe)*	Returned to:
	Silver Commander					
	Staff Officer - Silver					
	Staff Officer - Silver					
	Bronze – Incident Officer					
	Staff Officer - Bronze					
	First Responder					
	Police Liaison Officer - ECC					
	Staff Officer – Police Liaison Officer					
	Health & Safety Advisor					
	Health & Safety Advisor					

Name & collar no.	Role	Briefed By	Signed	Date	Issued EPU Radio no. (intrinsically safe)	Returned to:
	Command Room Supervisor (Manager)					
	Command Support Operator					
	Command Support Operator					
	Command Support Operator					
	TSU					
	TSU					
	TSU					
	TSU					
	Umpire					
	Umpire					
	Umpire					
	Umpire					
	Observer					
	Observer					
	Observer					

* Issued with intrinsically safe radio, battery and case

Additional information & Notes:

APPENDIX 'I' MULTI-AGENCY DEBRIEFING PROTOCOL



MULTI – AGENCY DEBRIEFING PROTOCOL



August 2010

1. INTRODUCTION

It has long been recognised that we all learn from our experiences, both good and bad, and that by sharing those experiences with others it can lead to best practices being identified and where appropriate acted upon.

Debriefing in the workplace is a way of capturing those learning experiences and sharing the learning for the good of all. Through the debriefing process, good practices are endorsed and where possible, bad practices are eliminated.

Within the emergency planning and response environment we can learn from debriefing a variety of experiences, including:

1. Planning an event, for example an outdoor music festival
2. Training Course
3. Exercise
4. Response to an incident

The aim of the debrief is to reflect upon the event in an open and honest way, identifying and sharing personal experiences so the learning from them can be used positively in the future for the benefit of that person, other individuals . The ethics of the process should be consistent with professional responsibilities, respecting the rights of individuals and adding value to all those involved.

Debriefing is not about recriminations or blame but is a disciplined yet flexible technique for learning through reflection that is used for identifying how best to learn from experiences encountered during the event and to move forward. However all participants must recognise the restraints around information disclosure, which equally applies to debrief statements or reports, which can subsequently be used in criminal, civil or discipline proceedings.

A form of Structured Debriefing is currently used by emergency planners and others within Cleveland and this protocol confirms, consolidates and reinforces those existing procedures and seeks to ensure clarity and define parameters within which multi-agency debriefing should continue to take place. However, the protocol is sufficiently flexible to allow the circumstances of any particular incident and / or operational procedures of individual responding agencies to influence the conduct of such process positively.

Debriefing also enshrines one of the principal aims of the Civil Contingencies Act, that of sharing information, knowledge and best practice.

Denis Hampson
Chief Emergency Planning Officer
Cleveland Emergency Planning Unit

2. THE MULTI-AGENCY DEBRIEF

Debriefing is an effective tool for learning through reflection, sharing experiences, identifying best practice and identifying points that need further action. It is not simply a tool for use after a major incident or an exercise.

Debriefing should be used whenever it is considered by the participants involved in an event or others that learning can be obtained from the experience. It does not need to occur only after an incident has occurred. It may be equally useful to debrief students or trainers after their involvement in a training course or after planning an exercise or event to analyse that the training or planning was correct, was as effective as it could have been or lessons had not been learned from previous experiences.

It will be mandatory to hold a multi-agency post incident debrief following the formal declaration of a Major Incident or Major Emergency.

It will be at the discretion of participating agencies as to whether it will be necessary to hold a multi-agency post incident de-brief following a major incident where a formal declaration of a Major Incident was not made. However, it is recommended that such a debrief will take place unless there is an appropriate reason not to do so.

There may be a variety of serious incidents that require a multi-agency response that are not Major Incidents. It will be at the discretion of participating agencies as to whether it will be necessary to hold a multi-agency debrief, but again it is recommended that such a debrief will take place unless there is an appropriate reason not to do so.

A multi-agency debrief will take place following all exercises conducted by members of the emergency planning teams of the emergency services (Cleveland Police, Cleveland Fire Brigade and North East

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Ambulance Service and the Cleveland Emergency Planning Unit (Local Authority).

A multi-agency debrief will take place following all exercises conducted under the:

1. Civil Contingencies Act 2004
2. Control of Major Accident Hazard Regulations 1999 (COMAH), as amended (2005)
3. The Pipelines Safety Regulations 1996
4. The Radiation (Emergency Preparedness and Public Information) Regulations 2001 (REPPIR).

All such exercises will be part of the Exercise Calendar produced by the Exercise Planning Group under the CLRF. Participants will include staff from the Operator of the establishment concerned.

The Cleveland Exercise Planning Group has prepared a guidance and protocol document entitled "Exercises with Industry" and it is recommended that it be read in conjunction with this document.

If one of the participating agencies deem it necessary to hold a multi-agency debrief following any event, it is incumbent on the others to contribute fully.

3. LEADER OF A MULTI-AGENCY DEBRIEF

If the debrief follows a major (declared or not) or serious incident, the appointment of the Lead Person of the debrief will be dependent on the circumstances of the incident as follows:

Police, who may have performed an overall co-ordination role during the incident.

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As dictated by the nature of the incident. For example, major fire – Fire Brigade; infectious disease outbreak – Health Authority; flooding or road collapse – Local Authority, etc

Lead emergency service or agency that declares an incident as major or determines need following a serious incident

The Leader of the debrief should wherever possible be a suitably qualified person of a lead organisation who was not directly involved in the response to the incident

For exercises (COMAH, REPPiR, etc) the lead person should be agreed between the participants at the planning stage of the exercise and may be from either the emergency planners of the emergency services, Cleveland Emergency Planning Unit or Industry

For any other event, the Lead will be agreed between emergency services / agencies concerned

The lead person will provide administration and in conjunction with the initiator (Client) of the debrief will agree who the participants of the debrief will be. This will ensure the appropriate persons attend who can represent their organisation or sections thereof. It should also ensure that the process does not become too unwieldy.

The Leader of the debrief should be a person who has completed a Structured Debrief Awareness Session provided by the Exercise Planning Group or alternatively “a Centre for Structured Debriefing” course. Several senior Police, Fire and Ambulance Officers, together with emergency planning officers from the emergency services and Cleveland Emergency Planning Unit have received such training.

Staff who are likely to be called upon to lead a multi-agency debrief should have received the appropriate training or be sufficiently skilled to undertake the role in an effective manner. However, the option is available to bring in a trained facilitator from one of the other agencies the EPG holds a list of approved debriefers.

It is incumbent upon all agencies likely to be involved in the debriefing process to identify and have suitable staff trained to allow them to

undertake the role of Lead person of such debriefs.

4. DEBRIEF ATTENDEES

Where large numbers of people are involved it is impossible to invite them all to a debrief, yet they may have valuable learning experiences that need to be captured or possess information that confirms (or contradicts) the version of events given by others at the structured debrief.

In such circumstances, those persons should be asked to provide written comments on a structured questionnaire using the same format questions that will be used within the formal debrief. This should be completed as soon as possible after the event. Analysis of the questionnaire will form a supplementary report to the main debrief report.

5. WHEN THE DEBRIEF WILL TAKE PLACE

The debrief will take place no sooner than one week following closure of the incident (for the purposes of this protocol this may be taken as the completion of the life-saving and rescue phase of a major or serious incident) and no later than four weeks.

This time-scale will allow each participating agency to undertake appropriate internal debriefs prior to the multi-agency post incident debrief to ensure that critical lessons are learnt and acted upon expediently.

In circumstances where a major incident involves a significantly extended period of 'restoration of normality' under the co-ordination of the relevant Local Authority, it will be incumbent on that Local Authority to ensure that a further de-brief is held on the conclusion of such actions. This will focus on relevant long-term issues related to recovery and restoration of normality.

In some circumstances it may be difficult to determine a specific point where the crisis is closed, such as foot and mouth disease. In such cases an initial debrief (complying with the general requirements of this Protocol) should be held after eight weeks and subsequently re-visited at regular intervals, for example at eight week intervals, to incorporate additional learning points.

6. OBJECTIVES OF A DEBRIEF

The objectives of the multi-agency de-brief are:

1. For participants of the debrief, either on behalf of themselves and / or the organisation that they represent, to reflect on the event upon which the debrief is to be held
2. To consider the actions taken during the event, with focus upon the basic questions of what was supposed to happen and what actually happened
3. To identify personal experiences
4. To identify the key lessons to be learnt
5. Identify any positive points or ideas for the future that might establish 'good practice' for incorporation into emergency response / major incident plans, the response to other incidents, exercises, training, etc
6. To identify issues that may be required to be the subject of further review and follow up actions.

7. MINDMAPS

Within the structured debrief process, a common feature is the use of a "visuals review" (mind mapping) diagram that identifies the common characteristics and features of most incidents. Its purpose is to stimulate thinking and provide 'hooks' for the participant's ideas. Common areas that may form the basis of a "visuals review" include:

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1. Incident scene (Operational / Bronze)
2. Rendezvous points (RVP) and cordons
3. Tactical management (Silver)
4. Strategic management (Gold)
5. Multi-agency liaison
6. Key response locations (Rest Centres / Hospitals etc)
7. Inter-agency communications
8. Effectiveness of Major Incident Plan – was it implemented correctly
9. Emergency services – activation, attendance, actions
10. Warning & informing the public / media plans and liaison
11. Health and Safety issues – were they correct
12. Other relevant issues

The above list is not exhaustive and common areas can be excluded or added as dictated by the circumstances of the incident or event being debriefed. A number of standard mindmaps / visuals are held by the Exercise Planning Group both as PowerPoint and laminates, and will be made available upon request to a debriefer.

8. HOW THE DEBRIEF WILL BE CONDUCTED

The debrief will generally be conducted within the agreed structure utilised on Teesside developed from the method taught by the Centre for Structured Debriefing.

However it is recognised that there may be times when this form of debriefing cannot be undertaken or may not be the most appropriate means. Such occasions should be rare, however a debrief should still be held and it will be the function of the lead agency to determine the style and use of specific debriefing methodology and reach agreement with the other participating agencies.

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The focus of any debrief should be to identify critical issues that need to be addressed in an expedient manner. An open and frank discussion should be encouraged; it is not a finger-pointing exercise.

Information provided in a debrief session will be 'disclosable' in that it can be used in any subsequent hearing for criminal, civil or discipline proceedings. Also any debrief report not declared 'not public' under immunity privilege can be accessed via Freedom of Information requests. In respect of this, to maintain an open and honest debrief involvement, to warn all of the public access, but to safeguard and inform those participants, all debrief sessions and documents will be prefixed by the statement "I understand that by taking part in this debrief process my comments may be disclosed at any subsequent hearing". This includes the debrief sheets and attendance list.

Wherever possible the debrief leader should request a note taker to be in attendance to make notes, particularly of the discussion and sharing stage of the proceedings. A digital or tape recording of the debrief can be made to assist with the production of the debrief report, however all attendees should be notified that the debrief is being recorded.

The agency which has provided the Lead Person of any multi-agency debrief will bear responsibility for retaining the master copy of any relevant paperwork or recordings as a matter of historical record.

Where considered appropriate, copies of the debrief report and actions may be circulated to all member agencies of the Local Resilience Forum for information and monitoring purposes.

In any event the report, key findings and actions should be forwarded to the Chair of the Exercise planning group for inclusion on the exercise database.

9. PROHIBITIONS TO HOLDING A MULTI-AGENCY DEBRIEF

It is acknowledged that certain incidents (or aspects thereof) may be subject to subsequent legal process that renders full and frank discussion inappropriate at that time.

In such circumstances, the debrief should proceed as far as is reasonably possible, acknowledging the aspects which cannot be discussed at that time. Wherever possible, such issues should be re-visited as circumstances change.

In particular, it will be essential in situations involving fatalities to consult appropriately with HM Coroner, who may wish to attend the debrief.

Given the prevailing threats to national security arising from terrorist sources it is clear that any incidents of that nature will require to be handled in accordance with appropriate procedures. Consequently, it is unlikely that a multi-agency de-brief, as defined by this protocol, will take place where sensitive information relating to national security is involved.

10. FOLLOWING THE DEBRIEF

Following the debrief, the Leader in conjunction with the "client" will:

1. Prepare a Debrief Report
2. Where considered appropriate, the debrief report should be supported by a factual record of the event / incident, including a brief description of the incident, chronology / time line of incident, agencies involved, etc
3. If necessary, together with the press / media person for the lead responder produce an agreed statement for issue to the media on the findings of the debriefing process
4. Arrange and chair a meeting with representatives of the lead organisations / agencies involved to determine an 'Action Plan' for

implementing lessons learned and ideas for the future, together with relevant time-scales under which identified items are dealt with.

11. RELEASE OF RELEVANT INFORMATION TO THE PUBLIC

It is acknowledged that following any Major Incident or serious incident, the public, frequently through the media, will seek information about the conduct of the response, lessons learned and where necessary, an explanation of the nature of any actions being taken to enhance performance on future occasions.

Consequently, at the conclusion of the multi-agency debrief process, the key findings may be made public by means of a formal media briefing. The content of the media briefing will be based on extracts of the findings of the debrief report and will focus on the organisational level of response rather than individuals. The full debrief report will remain designated for internal use of participant agencies..

Whilst it is not within the scope of this protocol to determine how, when and by whom the media are briefed, it is recommended that any formal briefing should include representatives from those agencies involved in the debrief process.

Should any criminal, civil or discipline proceedings arise from an event which was subject to the debrief process a legal requirement will be to make available all reports and documents in relation to the process. As such all material involved, 'post-it' notes, reports etc will be retained for up to 6 years.

Any forms to be filled out by participants should include the following statement; "I understand that by taking part in this debrief process my comments may be disclosed at any subsequent hearing".

12. REVIEW OF THE PROTOCOL

This protocol will be subject to annual review under the auspices of the Cleveland Local Resilience Working Group.

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All organisations, represented by their attendance on the Cleveland Local Resilience Working Group, have agreed to conform to its requirements wherever reasonable and practicable.

Structured Debrief Questions

The following questions have been approved by the exercise planning group. In certain circumstances the following questions may not be suitable. In which case agreement will be made prior to the debrief between the de-briefer and the lead agency.

Negative Points

1. Three negative aspects of the exercise
2. Three negative aspects of the response
3. Three aspects which could be improved
4. Three areas which need to be addressed
5. Three things which did not work

Positive Points

1. Three positive aspects of the exercise
2. Three positive aspects of the response
3. Three things which worked well

Learning Points

1. If I was responsible for the exercise / event / response / plan* my 2 priorities would be
2. If I was responsible for the exercise / event / response / plan* I would recommend
3. If I was responsible for the next exercise / event / response / plan* I would
4. The most significant thing that I have learnt
5. My greatest concern is
6. As a result of this exercise I will

* delete as appropriate

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Hot Debrief Questionnaire

HOT DEBRIEF QUESTIONNAIRE EXERCISE NAME		Date:
About this Debrief Questionnaire: This questionnaire to be used to capture immediate feedback following an exercise. Additional comments can be fed in via your EPO.		
For you which areas didn't work well?	1)	
	2)	
	3)	
What for you which areas did work well?	1)	
	2)	
	3)	
'I understand that by taking part in this debrief process my comments may be disclosed at any subsequent hearing'		
Name:		
Role during exercise:		
Completed at Time/Date:		

Structured Debrief Questionnaire

DEBRIEF QUESTIONNAIRE EXERCISE NAME	Date:
<p>About this Debrief Questionnaire: This questionnaire to be used if you are unable to attend the formal debrief. Participants attending the formal debrief will be asked the same questions. Additional comments can be fed in via your EPO. The aim of the debrief is to establish if the procedures, protocols and facilities in place are effective and identify if and how they can be improved.</p>	
For you which areas require improvement of the response/ exercise/ plan?	1)
	2)
	3)
What for you were the Positive aspects of the exercise that need to be maintained?	1)
	2)
	3)
The most significant action required following this exercise is:	
This can be used positively in the future by:	
'I understand that by taking part in this debrief process my comments may be disclosed at any subsequent hearing'	
Name:	
Role during exercise:	
Completed at Time/Date:	

Suggested Debrief Report Structure

1) Front cover

Exercise name date, operators, type, debriefer.

Name and organisation of report writer

Date report prepared

Circulation of report

2) Summary of the exercise / incident

(Date, time, location, casualties, scenario, main hazards, responders, duration) Type of exercise, risk/legislation/plan covered. Agencies involved, control centers and basic scenario.

3) Aims of the exercise / strategy of the response; were these met?

Preservation of property, test off-site communications. Specific aims of agencies – clear statement if tested or not

4) Key Points from the players / responders

Summary of key significant points both hot and cold.

5) Action Plan

If appropriate action points, with responsibilities, and target dates

6) Hot Debrief

Led by, held date, attendance and time, points from players(Name, role, negative and positive points), ordered by locations.

7) Cold Structured Debrief

Led by, held date, attendance and time, points from players and scribes notes Attendees, role and organization

Points for improvement, Points the worked well, Key Learning point

8) Additional Information

Observer notes, Timelines, Follow up explanations, Scenario

Copies of products such as media statements or faxes.

APPENDIX 'J' EXERCISE RECORD

Date	Exercise Location and Type	Name,	Outcome	Actions required	Responsible Agency	Target date for completion	Complete
							<input type="checkbox"/>
							<input type="checkbox"/>
							<input type="checkbox"/>
							<input type="checkbox"/>
							<input type="checkbox"/>
							<input type="checkbox"/>
							<input type="checkbox"/>
							<input type="checkbox"/>
							<input type="checkbox"/>

APPENDIX 'K' COST PROTOCOL

Under COMAH and REPIR costs may be recovered as per the legislation. To ensure a fair and transparent system the following cost recovery process will be followed;

- 1) Either at the second planning meeting or shortly thereafter all agencies eligible to recover costs will submit estimates to the Local Authority Administration.
- 2) The Local Authority Lead for the exercise will contact the Lead from the Operator and provide this estimate.
- 3) The Operator will provide an invoicing address, contact person and purchase order number and any other detail required as appropriate.
- 4) Following completion of the exercise all agencies will submit final costs to the Local Authority administrative staff, taking into account changed timings and resources.
- 5) The Local Authority administrative staff will request Hartlepool Council's finance department to produce a composite invoice.
- 5) A composite invoice for all agencies costs will be submitted to the operators(s) by Hartlepool Council's finance department.
- 6) Should any Agency / Organisation require a full breakdown of the costs for a particular Agency / Organisation this will be supplied by the relevant party.

APPENDIX 'L' FURTHER READING

Further information on exercising is available from:

The Exercise Planners Guide:

<http://www.cabinetoffice.gov.uk/ukresilience/preparedness/exercises/plannersguide.aspx>

The UK Resilience page on exercising and testing:

<http://www.cabinetoffice.gov.uk/ukresilience/preparedness/exercises.aspx>

Publications from the Health and Safety Executive:

A Guide to the Radiation (Emergency Preparedness and Public Information Regulations 2001) L126 ISBN 0-7176-2240-1
(<http://www.hse.gov.uk/pubns/priced/l126.pdf>)

Emergency Planning for Major Accidents, Control of Major Accident Hazards Regulations 1999 HSG191 ISBN 0-7176-16795-9

A Guide to the Control of Major Accident Hazards Regulations 1999 (as amended) L111 ISBN 0-7176-6175-X