

# Norfolk Resilience Forum Business Plan 2014 – 17

Version	5.0
Author	NRF Business Manager
Reviewed by	NRF Membership
Authorised by	NRF Executive Group
Next review date	July 2015



## Executive Summary

The Civil Contingencies Act 2004 delivers a single framework for civil protection in the United Kingdom capable of meeting the challenges of the twenty-first century.

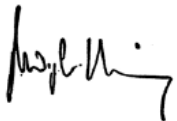
**Part 1** of the Act, supporting Regulations on statutory guidance Emergency Preparedness and accompanying non-statutory guidance on Emergency Response & Recovery; establishes a clear set of roles and responsibilities for those involved in emergency preparation and response at the local level. The Act divides local responders into two categories, imposing a different set of duties on each.

**Part 2** of the Act updates the 1920 Emergency Powers which allows for the making of temporary special legislation (emergency regulations) to help deal with the most serious of emergencies at a local level.

The introduction of the Civil Contingencies Capabilities Programme within 2006 provided the core framework to build resilience across all parts of the UK. The programme review by the Civil Contingencies Secretariat (CCS), has introduced 22 capability “work streams”.

The Norfolk Resilience Forum (NRF) was established to ensure sound structures are in place to support a local response to emergencies and disruptive challenges. The membership of the NRF involves organisations identified as Category 1 and 2 Responders plus the involvement of supporting agencies. All organisations represented within the NRF make valuable contributions to the wider community resilience planning activity in Norfolk.

The NRF business plan is a living document that will be reviewed annually by the Executive Group and amended where required. Whilst providing guidance on immediate aims and objectives, the plan will also look forward beyond a 3-year public expenditure period to provide a long-term strategic vision.



Phil Kirby  
Norfolk Resilience Forum (NRF) Chair



**Table of Contents**

**Executive Summary ..... 1**

**Norfolk Resilience Forum (NRF) Strategy ..... 4**

*Strategic Aim ..... 4*

*Strategic Objectives ..... 4*

**Norfolk Resilience Forum (NRF) Business Plan Priorities for 2014 – 2017..... 5**

*NRF Structure & Business Process Programme ..... 5*

*NRF Development Programme..... 5*

*NRF Governance & Performance Management ..... 5*

        Internal Measures: ..... 6

        External Measurement Frameworks: ..... 6

**NRF Budget for 2014 - 2018..... 7**

**NRF Management Structure ..... 8**

**Performance Management ..... 9**

*Assessment Criteria..... 10*

**NRF Business Priorities for 2014 – 2017 Delivery Plan ..... 11**

*NRF Executive Group Priorities 2014-2017..... 11*

*NRF Executive Capability Group Leads Priorities 2014-2017 ..... 16*

*Local Health Resilience Partnership Priorities 2014-2017 ..... 17*



*Protection Capability Workstream Priorities 2014-2017*.....18  
*Emergency Capability Workstream Priorities 2014-2017*.....20  
*Community Capability Workstream Priorities 2014-2017*.....22  
*Risk Capability Workstream Priorities 2014-2017*.....27  
**NRF Information Sharing Protocol** .....29  
**Freedom of Information** .....29



## Norfolk Resilience Forum (NRF) Strategy

### Strategic Aim

The “Strategic Aim” of the NRF is:

“Working together to prepare for, respond to and recover from emergencies”.

### Strategic Objectives

To help achieve this aim, our “Strategic Objectives” for 2014-2017 will be:

1. To ensure the NRF operates efficiently and effectively in order to achieve its Strategic Aims;
2. To enhance our existing partnership framework by delivering a prioritised Business Plan for 2014 -17, ensuring partner agencies are supported in meeting their statutory duties under the Civil Contingencies Act 2004;
3. To ensure the NRF complies with the Civil Contingency Regulations (2005) and guidance, the Resilience Capabilities Programme and policy initiatives;
4. To ensure that the Norfolk Emergency Response Guidance is integrated within emergency management training and exercises.

Through the NRF strategic objectives we strive to deliver high quality services and excellent outcomes for people of Norfolk. We manage our performance towards achieving these long term objectives and monitor the progress being made.

## Norfolk Resilience Forum (NRF) Business Plan Priorities for 2014 – 2017

The NRF priorities for 2014/17 are set out under 3 main headings:

### NRF Structure & Business Process Programme

- Enhance the long term strategic planning processes of the NRF and set SMART objectives
- Conduct a Stakeholder Analysis to identify any gaps which will form part of the programme for 2014 – 17
- Prioritise the Capabilities Workstream programme for 2014-2017 in order to address identified gaps
- Ensure the NRF delivers continuous improvement in emergency preparedness, response and recovery by learning from national and local guidance and incidents, training and exercising
- Ensure NRF Plans are kept regularly reviewed reflecting best practice from national and local guidance and quality assurance.

### NRF Development Programme

- Encourage all Category 1 and 2 Responders to align their organisations to an agreed standard of Business Continuity Planning
- Develop and implement and NRF Emergency Preparedness Week to raise public awareness of Emergency Planning
- Ensure that the NRF Training & Exercising Programme incorporates a gap analysis to ensure competence in all areas of roles and responsibilities
- Identify the resources and capabilities needed to respond to the Civil Contingencies Act Enhancement Programme (CCAEP)

### NRF Governance & Performance Management

- Agree a robust performance regime for the NRF to support member organisations in meeting their statutory obligations under the Civil Contingencies Act 2004

The NRF will measure and deliver its strategic aims and objectives through a variety of agreed integrated methods and tools. The NRF Business Manager within the governance arrangements will manage these for the NRF Executive.



Performance will be evidenced on the NRF Executive Reporting Form and collated through relevant measures such as:

**Internal Measures:**

- NRF Strategy & Business Plan Delivery Report
- NRF Business Processes (recorded action logs)
- CCA performance management
- Task & Finish Groups report back on progress of SMART objectives assigned to each of the Capability Groups
- Quality and Auditing Review carried out periodically in line with external measurement frameworks
- Stakeholder Feedback through annual surveys

**External Measurement Frameworks:**

- National Capabilities Survey
- National Performance Indicators
- Expectations and Indicators of Good Practice
- Role of a Local Resilience Forum
- Government Policy for Protective Security
- Cross cutting work strands helping other LRF's deliver objectives and improve effectiveness. (e.g. collaboration work programmes such as Resilience Direct work with Suffolk and Cambridgeshire LRF)
- Peer Review Framework Reports
- External Validation Programme for Individual Plans (e.g. recent validation of flu pandemic planning)
- Norfolk Prepared Website Feedback and social media platforms

## NRF Budget for 2014 - 2018

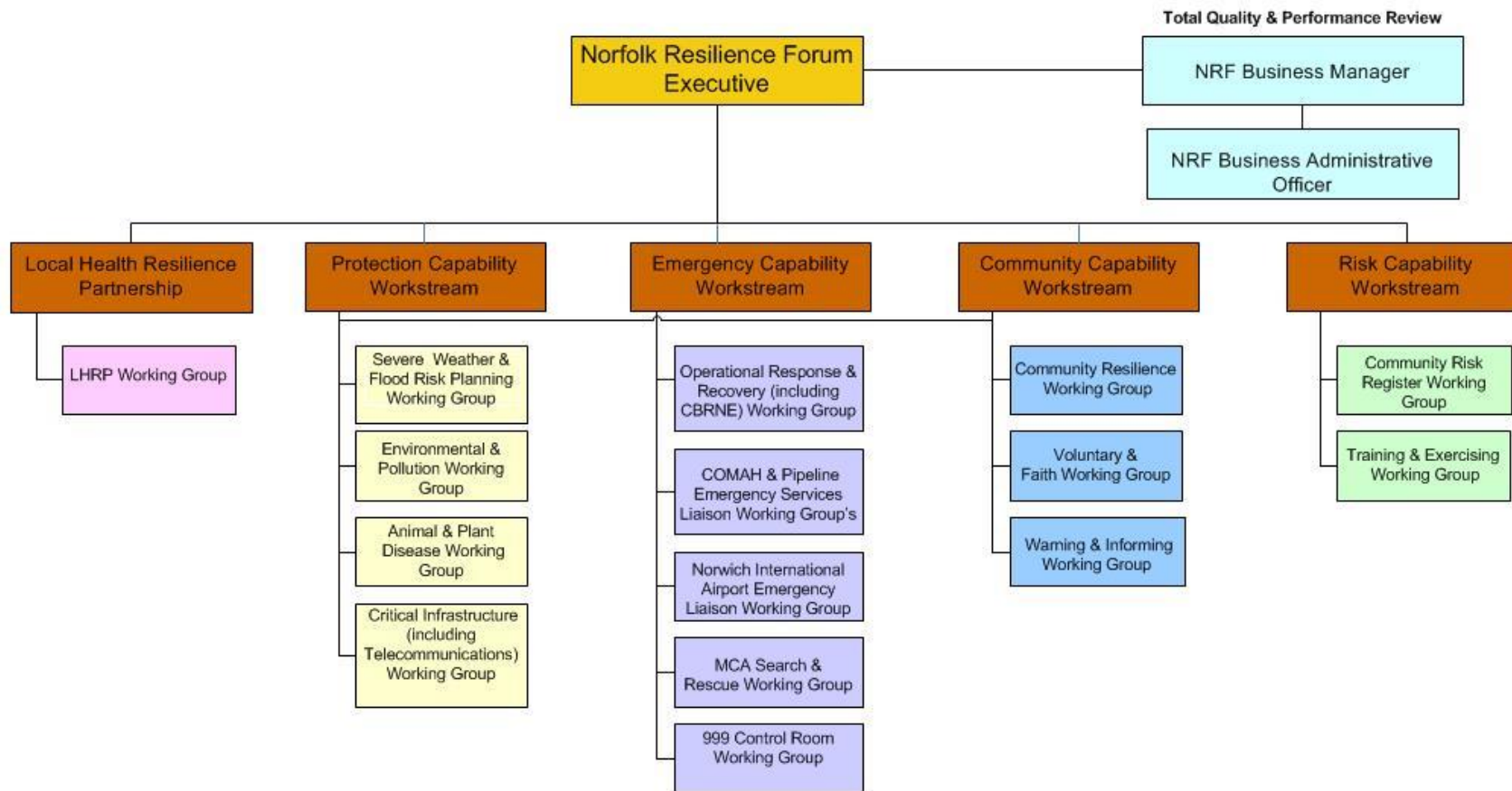
The NRF agreed contributions for 2014 - 2018 are shown below:

<b>Organisation (Listed as NRF Category 1 Responders)</b>	<b>Agreed Contributions for 2013/15</b>	<b>Agreed Contributions for 2015/16</b>	<b>Agreed Contributions for 2016/17</b>	<b>Agreed Contributions for 2017/18</b>
Norfolk Constabulary	£8,495	£8,495	£8,495	£8,495
Norfolk Fire and Rescue Service	£8,495	£8,495	£8,495	£8,495
Norfolk County Council	£8,495	£8,495	£8,495	£8,495
NHS Norfolk	£4,132	£4,132	£4,132	£4,132
East of England Ambulance Service NHS Trust	£1,459	£1,459	£1,459	£1,459
Norwich City Council	£2,386	£2,386	£2,386	£2,386
Broadland District Council	£2,386	£2,386	£2,386	£2,386
South Norfolk District Council	£2,386	£2,386	£2,386	£2,386
Breckland Council	£2,386	£2,386	£2,386	£2,386
Great Yarmouth Borough Council	£2,386	£2,386	£2,386	£2,386
King's Lynn & West Norfolk	£2,386	£2,386	£2,386	£2,386
North Norfolk District Council	£2,386	£2,386	£2,386	£2,386
<b>Total:</b>	<b>£47,782 per annum</b>	<b>£47,782 per annum</b>	<b>£47,782 per annum</b>	<b>£47,782 per annum</b>



NRF Management Structure

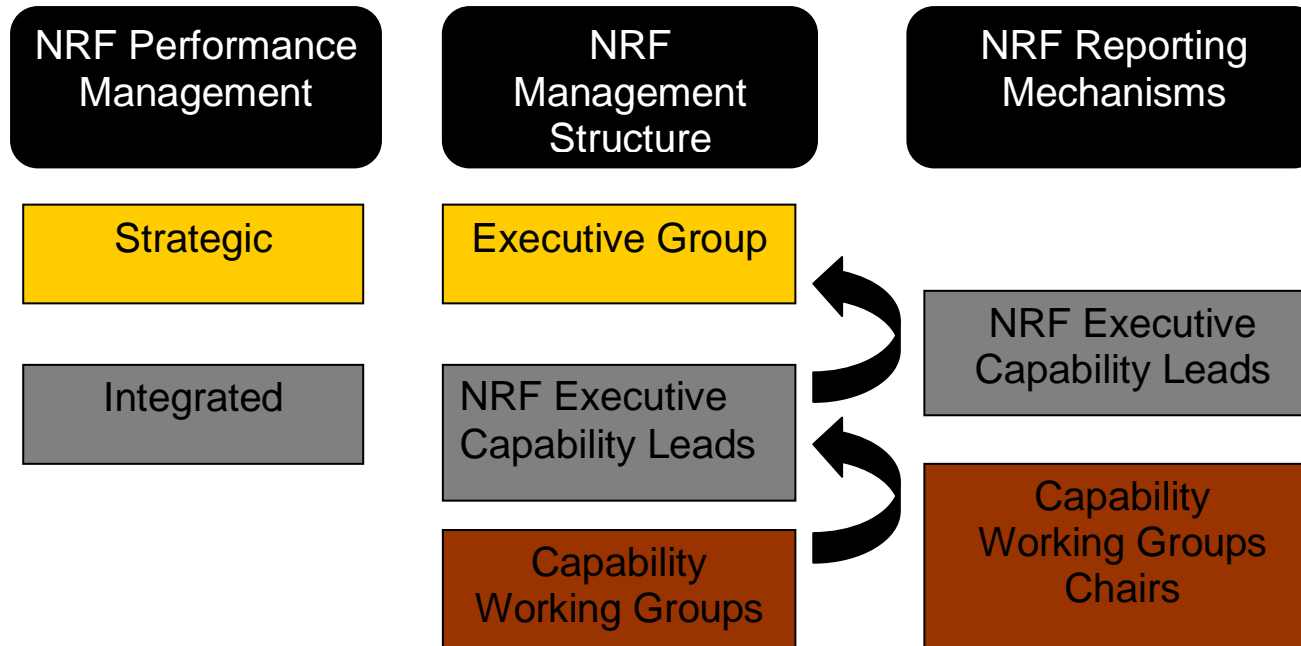
# 2014 Norfolk Resilience Forum Management Structure



## Performance Management

Performance Management for the Norfolk Resilience Forum will be done on two levels:

1. **Strategic** – looking at the broader issues and long-term goals
2. **Integrated** – looking at various aspects of the NRF and people management






It will demonstrate:

- Performance improvement throughout the NRF Management Structure
- Continuous development of the NRF
- Effective relationships throughout the NRF stakeholders

Assessment Criteria

The NRF performance assessment is based upon a simple traffic light system ranging from GREEN, where targets have been met or are forecast to be met in full, through AMBER to RED, where critical shortfall exist or are forecast to exist. Each performance indicator will be exemplified to quantify the required standards. Assessment will be made against this standard using the application below:

<b>Assessment Criteria</b>	
	<b>Not yet started</b> Critical shortfall in meeting target, representing a critical risk to the effective or efficient delivery of the NRF's business priorities and strategic objectives. NRF Executive action required.
	<b>In progress</b> Minor shortfalls in meeting target, representing a minor risk to the effective or efficient delivery of the NRF's business priorities and strategic objectives. NRF Executive to be briefed and to resolve.
	<b>Completed</b> Met the target delivery of NRF's business priorities and strategic objectives

## NRF Business Priorities for 2014 – 2017 Delivery Plan

### NRF Executive Group Priorities 2014-2017

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review & Monitor	Assessment Criteria
1	To ensure the NRF operates efficiently and effectively in order to achieve its Strategic Aims	NRF Executive provides clear leadership to the partnership	NRF Executive Chair & Deputy	Dec '15	Annual review of an new objectives set within NRF business plan	
		NRF demonstrates it makes well informed decisions without delay		Nov '15	Annual review with stakeholder analysis	
		NRF considers policy initiatives set at the National Level		Nov '15	Annual review with stakeholder analysis	
		NRF Executive structure meets at least 4 times a year		NRF dates	Calendar dates agreed for 2014 2015 dates to be agreed	Dates set for 2014 Dates for 2015 to be set
		Annual review of the NRF performance against National Capability Assessment Criteria	NRF Business Manager	Annually	Annually NRF Executive reporting form	Reporting set Dec 2014/15
		Ensure continuous improvements are made as a result of lessons identified from all resilience activities (National or Local)		Dec '15	Annual review capability workstreams as part of NRF Review	

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review & Monitor	Assessment Criteria
2	To ensure the NRF operates efficiently and effectively in order to achieve its Strategic Aims	Annual review of the NRF Strategic priorities and establish new targets	NRF Executive Chair & Deputy	Sept '14	Annual review and set new objectives within NRF business plan	Sign off from NRF Executive Board (2014)
		Adopt, monitor and review an agreed NRF Business Plan for 2014 – 17	NRF Business Manager	Sept '14	Annual review of NRF Business Plan, Performance Criteria and Stakeholder analysis	Sign off from NRF Executive Board (2014)
		NRF Annual General Briefing Day	NRF Business Manager	Annually	Annual seminar Evaluation analysis	26 <sup>th</sup> February 2015
3	To ensure the NRF complies with the Civil Contingency Regulations (2005) and guidance, the Resilience Capabilities Programme and policy initiatives	Specific projects allocated under the NRF Business Manager to examine enhancements announced by CCS	NRF Business Manager	Annually	Ongoing review of Civil Contingencies Enhancement Programme.	

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review & Monitor	Assessment Criteria
2,4	Analyse NRF Business Priorities for the Capability Workstream programme for 2014-2017 in order to address identified gaps	Review the survey from our NRF Stakeholders produce a report on findings	NRF Business Manager	Annually	NRF Stakeholder Analysis Evaluation report for 2014	Review to be carried out in November 2014/15
1,2	Enhance the NRF Structure to meet the requirements of the 19 capability work streams for effective communication channels	Review of capabilities work streams. Annual review of structure to the NRF executive group	NRF Business Manager & NRF Executive Leads	Annually	Ongoing Review of groups and structure. NRF Stakeholder Analysis Evaluation Report	Ongoing review of NRF
1, 2,3,4	Ensure NRF Plans are regularly reviewed reflecting best practice from national and local guidance	Audit and Peer Review of all NRF Plans	NRF Business Manager and DCLG	Continual review	Ongoing review of all revised NRF Plans	Ongoing review of NRF

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review & Monitor	Assessment Criteria
1, 2, 4	Identify the resources and capabilities needed to respond to the Civil Contingencies Act Enhancement Programme	Ongoing assessment of deliverables in line with national projects under CCAEP	NRF Business Manager	Annually	Annual Business Plan Review against national projects and LRF CPSAT Model	<p>LRF CPSAT model completed for 2013.</p> <p>Identified areas within project work development.</p>
4	To enhance our partners agencies knowledge and skills when responding or recovering from emergencies	<p>Resilience Direct electronic exchange between LRF members and other tiers</p> <p>LRF makes effective use of Resilience Direct to share information</p>	NRF Business Manager	Dec '14	<p>Document storage and calendar completed</p> <p>Response phase to be established within a Task and Finish Group</p>	<p>Requirement under CPSAT audit</p> <p>T&amp;F Group established for July 2014. Camb &amp; Suffolk LRF attending</p>
1,2,3,4	Agree a robust performance regime for the NRF to support member organisations in meeting their statutory obligations under the Act	Adopt, monitor and review an agreed NRF Performance Management regime for 2014 – 17	NRF Capability Executive Leads & NRF Business Manager	Annually	Annual review of the NRF Performance Management regime through internal and external measures.	NRF Executive signed off business plan

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review & Monitor	Assessment Criteria
1,2,3,4	Agree a robust performance regime for the NRF to support member organisations in meeting their statutory obligations under the Act	Performance Management reporting mechanisms	NRF Business Manager	Twice a year	Actions log from previous meetings and Task & Finish Groups	Review twice a year



NRF Executive Capability Group Leads Priorities 2014-2017

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review and Monitor	Assessment Criteria
2,5	Analyse NRF Business Priorities for the Capability Workstream programme for 2014-2017 in order to address identified gaps	Establish Capability work programme for 2014-2017 which will achieve the NRF Strategic objectives.	NRF Business Manager	Nov '14	Quarterly Performance Management reporting provided from the NRF Business Manager to the NRF Exec Leads	Ongoing review
1, 3	Encourage all CAT 1 & 2 Responders to align their organisations with an agreed standard of Business Continuity Planning	Review of current BCM throughout the NRF and report findings to the NRF Executive Group	NRF Capability Workstream Executive Leads	Ongoing	Ongoing review the current NRF BCM processes.	Added to all NRF Agenda Items starting in November
2	To ensure the NRF operates efficiently and effectively in order to achieve its Strategic Aims	Adopt, monitor and review an agreed NRF Tidal Surge Action Plan	NRF Capability Workstream Executive Leads	Dec 14	Ongoing review	
2	To ensure the NRF operates efficiently and effectively in order to achieve its Strategic Aims	Adopt, monitor and review an agreed Exercise Harmony Action Plan	NRF Voluntary & Faith Executive Lead	Dec 14	Ongoing review	

Local Health Resilience Partnership Priorities 2014-2017

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review and Monitor	Assessment Criteria
1, 2,3,4	Ensure NRF Plans are regularly reviewed reflecting best practice from national and local guidance	NRF Excess Deaths	LHRP Working Group	June '09	Publication and distribution of updated NRF Plan	Plan overdue. Norfolk County Council has assigned the lead to review this plan.
		Norfolk Flu Pandemic Plan		Nov '09	Publication and distribution of updated NRF Plan	Plan overdue.
		Norfolk Resilience Mortuary Plan		July '12	Publication and distribution of updated NRF Plan	Plan overdue. Norfolk County Council has assigned the lead to review this plan.
		Norfolk Science and Technical Advisory Cell Plan		May '14	Publication and distribution of updated NRF Plan	Current
		Heatwave Plan for England		May '15	Publication and distribution of updated NRF Plan	Current



Protection Capability Workstream Priorities 2014-2017

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review and Monitor	Assessment Criteria
1, 2,3,4	Ensure NRF Plans are regularly reviewed reflecting best practice from national and local guidance	Notifiable Animal Disease Plan	Animal & Plant Disease Chair & Deputy	Oct '14	Development, publication and distribution of NRF Plan	Current
		Plant Disease Plan	Animal & Plant Disease Chair & Deputy	April 2015	Creation of new plan	Subject to FERA national plan guidance
		Coastal Pollution Response Plan	Environmental & Pollution	June '14	Development, publication and distribution of updated NRF Plan	Review underway
		Norfolk Local Authority Radiation Group (NLARG) Emergency & Recovery Plan	Environmental & Pollution	Oct '13	Development, publication and distribution of updated NRF Plan	To be merged with Recovery Guidance
		Multi Agency Strategic Flood Plan	Severe Weather & Flood Risk Planning Chair & Deputy	April 15	Development, publication and distribution of updated NRF Plan	Current

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review and Monitor	Assessment Criteria
1, 2,3,4	Ensure NRF Plans are regularly reviewed reflecting best practice from national and local guidance	Multi Agency Tactical Flood Plan	Severe Weather & Flood Risk Planning Chair & Deputy	May 14	Development, publication and distribution of updated NRF Plan	Plan review underway. T&F Group set up for July 2014

Emergency Capability Workstream Priorities 2014-2017

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review and Monitor	Assessment Criteria
1, 2,3,4	Ensure NRF Plans are regularly reviewed reflecting best practice from national and local guidance	Bacton Gas Terminal Off-Site COMAH	Norfolk County Council – Resilience Team	Feb 15	Publication and distribution of updated NRF Plan	Current*
		Thetford PSD Off-Site COMAH		Jan 16	Publication and distribution of updated NRF Plan	Current*
		Major Accident Hazard Pipeline Emergency Plan		Aug 14	Publication and distribution of updated NRF Plan	Current
		Briar Chemicals Limited Off-Site COMAH		Oct 14	Publication and distribution of updated NRF	Current*
		Dow Chemical Company Off-Site COMAH		Aug 14	Publication and distribution of updated NRF	Current*
		Brenntag Chemical Off-Site COMAH		Mar 15	Publication and distribution of updated NRF	Current*
		BPA North Walsham		Aug 15	Publication and distribution of updated NRF	Current*

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review and Monitor	Assessment Criteria
1, 2,3,4	Ensure NRF Plans are regularly reviewed reflecting best practice from national and local guidance	RAF Marham Off-Site Major Incident		April 17	Publication and distribution of updated NRF	Current*
		Norwich International Airport Integrated Emergency Plan	Norwich International Airport Emergency Liaison Group	May 14	Publication and distribution of updated NRF	In review
		NRF CBRNE Guidance	CBRNE Chair & Deputy	Jan 12	Publication and distribution of updated NRF	Overdue
		Norfolk Emergency Response Guidance	Operational Response & Recovery	Dec 13	Publication and distribution of updated NRF	Due to be published in July 2014
		Norfolk Recovery Guidance	Operational Response & Recovery	Dec 15	Publication and distribution of updated NRF	In review
		Norfolk Humanitarian Assistance Plan	Operational Response & Recovery	Oct '14	Publication and distribution of updated NRF Plan	Current

\*Single COMAH Plan to be designed and produced, with Annexes with Site Specific Information

Community Capability Workstream Priorities 2014-2017

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review and Monitor	Assessment Criteria
1, 2,3,4	Ensure NRF Plans are regularly reviewed reflecting best practice from national and local guidance	Norfolk Telecommunications Plan including Airwave Interoperability for Police, Fire & Ambulance	Critical Infrastructure – Telecom’s Task & Finish Group	Feb 15	Publication and distribution of updated NRF Plan.	Current
		Norfolk Fuel Emergency Plan	Critical Infrastructure	Dec 12	Publication and distribution of updated NRF Plan.	In review
		Norfolk Emergency Media Response Plan	Warning & Informing Chair & Deputy	Oct 14	Publication and distribution of updated NRF Plan	In review
1,2	Develop an NRF Emergency Preparedness Projects to raise public awareness of Emergency Planning and Business Continuity issues	Adopt, monitor and deliver a agreed NRF Business Continuity Awareness Project for 2014 – 17	NRF Business Manager	March 14	Annual review of project and Stakeholder Analysis feedback	2014 Small Business Survival Week Project Delivered.  Project moved to LA’s working group

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review and Monitor	Assessment Criteria
1,2	Develop an NRF Emergency Preparedness Projects to raise public awareness of Emergency Planning and Business Continuity issues	NRF collectively facilitate the agreement to measure, to educate, warn and inform the public.  NRF will monitor the collection of data from the community engagement and business continuity promotion activities	Warning & Informing Group	Dec 14	Annual review in line with Stakeholder Analysis Surveys.	Requirement under CPSAT audit  Marketing Campaign and New Website/APP Underway
1,2	Develop an NRF Emergency Preparedness Projects to raise public awareness of Emergency Planning and Business Continuity issues	NRF engage partner organisations at a local level and other tiers in its public information strategies	Warning & Informing Group	Dec 14	Annual review in line with Stakeholder Analysis Surveys.	Marketing Campaign and New Website/APP Underway
		NRF Warning & Informing Strategy link with CRR	Warning Informing Chair & Community Risk Register Chairs	Quarterly Review	Quarterly review of NRF Community Risk Register and plan status.	Requirement under CPSAT audit



Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review and Monitor	Assessment Criteria
1,2	Develop an NRF Community Engagement Strategy to raise public awareness of Emergency Planning and Business Continuity issues	NRF use independent research or customer satisfaction survey to show the public feels well informed	Warning & Informing Chair & Deputy	Quarterly Review	Quarterly review of NRF Community Risk Register and plan status.	Requirement under CPSAT audit
1,2	Develop an NRF Community Engagement Strategy to raise public awareness of Emergency Planning and Business Continuity issues	Promotion of community resilience at public events  Available in different languages	Warning & Informing Chair & Deputy	Annually	Annual review through Stakeholder Analysis and feedback evaluation	Review annually

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review and Monitor	Assessment Criteria
	Develop an NRF Community Engagement Strategy to raise public awareness of Emergency Planning and Business Continuity issues	Promotion of community resilience at public events  Available in different languages	Warning & Informing Chair & Deputy	Annually	Annual review through Stakeholder Analysis and feedback evaluation	Review annually
		Use a range of information sources to monitor public concerns	Warning & Informing Chair & Deputy	Annually	Annual review of information sources	Requirement under CPSAT audit
1, 2, 4	Identify the resources and capabilities needed to respond to the Civil Contingencies Act Enhancement Programme (CCAEP)	Voluntary & Faith Group Capabilities Directory - identified resources when responding to an incident	Voluntary & Faith Groups	Dec	Documented and distributed Capabilities Directory	Next review December 2014

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review and Monitor	Assessment Criteria
1, 3	To increase the awareness of the Norfolk Resilience Forum amongst local community groups through multi-agency working	Adopt, monitor and review the Terms of Reference for the NRF Community Resilience group	Community Resilience Chair & Deputy	Dec	Annual review of TOR	New group established 2014
		Monitor and review an work programme for the NRF Community Resilience Group <ul style="list-style-type: none"> <li>• Including funding opportunities</li> <li>• Community Resilience Events</li> <li>• Project opportunities</li> </ul>	Community Resilience Chair & Deputy	Dec	Annual review of work programme	New group established 2014

Risk Capability Workstream Priorities 2014-2017

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review and Monitor	Assessment Criteria
4	To enhance our partner agencies knowledge and skills when responding or recovering from emergencies	Adopt, monitor and review an agreed NRF Training & Exercise Programme for 2014 – 17	NRF Training & Exercising Chair	Nov '15	<ul style="list-style-type: none"> <li>• Protocol for training and exercising</li> <li>• NRF Debriefing standardisation process</li> <li>• Create a 3 year training and exercising programme</li> </ul>	
1,2,3,4	Ensure the NRF delivers continuous improvement in emergency preparedness, response and recovery by learning from national and local guidance and incidents, training and exercising	Ensure lessons identified are incorporated in the Community Risk Register for impact control measures, thresholds and planning assumptions	NRF Community Risk Register Chairs	3 year cycle	Three review of NRF Community Risk Register and plan status.	Review of all risks due to National Risk Assessment Template 2014 changes
		Engage with other neighbouring LRF's to share and compare risk assessment	NRF Community Risk Register Chairs	3 year cycle	NRF CRR Chair also Chair of SRF.	Requirement under CPSAT audit

Strategic Objective No.	Objectives	Key Deliverables	Action Owner	Target Date	Review and Monitor	Assessment Criteria
1,2,3,4	Ensure the NRF deliver continuous improvement in emergency preparedness, response and recovery by learning from national and local guidance and incidents, training and exercising	Ensure a process for altering the NRF Training & Exercising Programme	NRF Training & Exercising Chair	Annually	Annual review of NRF Training & Exercising Programme based on learning  TEM Courses and mini exercises	Review to be carried out in November 2013
		Develop an NRF Exercising programme 3 years in advance	NRF Training & Exercising Chair	Annually	Annual review of NRF Exercising programme based on learning  Evaluation report and analysis carried out. Review meetings established.	Draft Protocol produced, awaiting approval from group members
1,4	Ensure a Learning and Development Programme ensures competence in all areas of roles and responsibilities	Launch JESIP TEM and SCG Exercises plus any other training needs to NRF members	NRF Training & Exercising Chair	Dec '15	Annual review of training courses and Stakeholder Analysis feedback	Ongoing review

## **NRF Information Sharing Protocol**

‘Information Sharing’ – where information is exchanged between two or more identified partners; the exchange is pro-active and reciprocal, and takes place to assist partners in achieving a shared aim or responsibility.

To achieve this the NRF has adopted the **Government Security Classifications April 2014** which sets out three levels of Protective Marking that can be applied to the information we handle (referred to as assets within the GPMS), depending on the degree of sensitivity involved.

## **Freedom of Information**

To give the public greater access to information about the workings of government and public bodies, the Freedom of Information Act 2000 gives two related rights:

1. The right to be told whether the information exists.
2. The right to receive the information (subject to exemptions).

To achieve this Act the NRF has set up their own system for processing FOI requests, shown below:

### *Making a request*

Applicants will not be required to mention the Freedom of Information Act or the Data Protection Act when making a request for information. However, the request must be in a permanent form.

Applicants will not be entitled to information to which any of the exemptions apply, unless it is in the public interest to do so. Responses must be provided within 20 working days. The public interest criteria will have to consider whether it must override the exemption because it is in the public interest to release the information. The Act states that the balance will lie in favour of disclosure, in that information may only be withheld if the public interest in withholding it is greater than the public interest in releasing it.

Publication schemes

Approved schemes must set out:

- The classes of information the authority publishes,
- The manner in which the information is published, and
- Details of any charges.

It is important to note that the more information is put into the public domain by whatever media will be beneficial when dealing with a request for information.

Where information is already accessible because it is covered by the authority's publication scheme, the authority will not be required to provide the information in response to an individual request. Authorities will not have to comply with 'vexatious' requests, or 'repeated requests'.

The NRF Business Manager will process all FOI request as approved by the NRF Executive Group and FOI Officers within Norfolk Constabulary. This will enable the NRF to follow a standard operating procedure and national policies. All information requests will be recorded by the NRF and will be retained for audit purposes.

## Norfolk Resilience Forum - Information Request Form

This form may be used to request information held by the Norfolk Resilience Forum under the Freedom of Information Act which is not currently published on our website. We will supply the requested information within 20 working days unless it is subject to an exemption, in which case we will, in most cases, explain why it cannot be released. For example, information about an investigation could jeopardise a future prosecution if released to the public domain.

Generally speaking, we will not charge for supplying information, but if we do, we will write to you first.

It is a legal requirement that you include a name and e-mail or postal address for correspondence. If you include a telephone number as well we will be able to discuss the request with you should clarification be required.

### *Your details*

<b>Title:</b>	<b>Name:</b>
<b>Address:</b>	
<b>Daytime Tel:</b>	<b>Fax:</b>
<b>Mobile:</b>	<b>Email:</b>

### *Details of request please state as clearly as possible*

--

**Please send your completed request to:**  
**Norfolk Resilience Forum Business Manager**  
**Norfolk Constabulary**  
**OCC, Falconers Chase**  
**Wymondham, Norfolk , NR18 0WW**  
 Or e-mail: [nrf@norfolk.pnn.police.uk](mailto:nrf@norfolk.pnn.police.uk)



## Help

**Plan Contents**

This will navigate you to the main contents page



This will return you to the front page of the plan



These will take you forward and backward a page at a time



This will take you to the last viewed page



This will exit the plan