

Norfolk Resilience Forum Business Plan 2018

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Reviewed by	NRF Membership
Authorised by	NRF Executive Group
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Executive Summary

The 'Norfolk Resilience Forum' (NRF) is the name given to the County's Local Resilience Forum. The NRF is the principle mechanism for multi-agency co-operation under the 'Civil Contingencies Act 2004' (CCA 2004). The membership of the NRF comprises organisations identified as Category 1 and Category 2 responders (as per the CCA 2004) and other supporting agencies. All of the agencies involved with the NRF make valuable contributions to the wider emergency preparedness, response and recovery activities in Norfolk.

The NRF Business Plan is a live document that will be reviewed annually by the NRF Business Manager and amended where required. The Business Plan will be signed off by the Executive Board every 3 years.

Plan signed off by NRF Executive Board, 21st May 2018.

Legislative framework

- 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.
- Radiation (Emergency Preparedness and Public Information) Regulations (REPPPIR) 2001
- Control of Major Accident Hazards (COMAH) Regulations 2015
- Pipeline Safety Regulations (PSR) 1996
- Flood & Water Management Act 2010
- The Role of Local Resilience Forums: a reference document
 - This document defines the purpose of the LRF process; to ensure effective delivery of those duties under the CCA 2004, that need

to be developed in a multi-agency environment, categorising mandatory obligations, best practice and areas for consideration.

- Expectations and Indicators of Good Practice for Category 1 and 2 Responders
- Health & Social Care Act 2012: planning for, and responding to, emergencies that present a risk to health
- Civil Aviation Authority (CAA) requirement (CAP 1168)

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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'.

Objectives:

A number of responsibilities are placed upon Category 1 and 2 responders as designated by the CCA 2004, in addition the following objectives have been identified to achieve the strategic aim:

1. Provide a forum for the consideration of emergency preparedness, response and recovery issues where there are implications for more than one organisation
2. Promote a systematic, planned and co-ordinated approach in response bodies to address issues in the following areas:
 - a. Risk
 - b. Planning for Emergencies
 - c. Planning for Business Continuity Management
 - d. Publishing information about risk assessments and plans
 - e. Sharing of all information
 - f. Arrangements to warn and inform the public
 - g. The promotion of business continuity management by Local Authorities
3. Ensure an agreed assessment of local risks is undertaken, assessing multi-agency capabilities to respond to and recover from the impact of identified risks ensuring that any gaps in capabilities are addressed
4. Ensure that appropriate multi-agency plans and procedures are developed, exercised and reviewed. Ensure a clear recording system is in place with continuous improvements being made as a result from lessons identified through training and exercising.
5. Provide information to the community of Norfolk, linked to the Community Risk Register, to improve the personal resilience of individuals, communities and businesses
6. To ensure that the NRF complies with the Civil Contingencies Regulations (2005) and guidance, and contributes to the National Capabilities Survey and other appropriate policy initiatives
7. To ensure that the Norfolk Emergency Response Guidance is integrated within emergency management training and exercises.

Using community risk as the basis for partnership work

Norfolk's Community Risk Register (CRR) identifies potential hazards that may lead to any emergency. It is a legal duty, under the CCA, to produce a register of risks that may impact our County. By identifying these risks, it focuses our planning arrangements.

Business Plan priorities

NRF Structure & Business Process Programme

- Enhance the long term strategic planning processes of the NRF and set SMART objectives
- Conduct a biennial Stakeholder Analysis with all members to identify any improvements
- Ensure the NRF delivers continuous improvements in Emergency Preparedness, Response and Recovery by learning from national and local guidance and incident, training and exercises
- Ensure NRF plans are regularly reviewed reflecting best practice from national and local guidance and quality assurance.

NRF Development Programme

- Develop and implement a series of Emergency Preparedness events in each District to raise public awareness of Emergency Preparedness
- Ensure that the NRF Training & Exercise Group incorporates a gap analysis to ensure competence in all areas of roles and responsibilities.

NRF Governance & Performance Management

- Agree a robust programme regime for the NRF to support member organisations in meeting their statutory obligations under the Civil Contingencies Act 2004
- Produce an bi-annual performance assessment for the NRF, highlighting areas of good performance and areas for improvements.

Measures

Internal measures

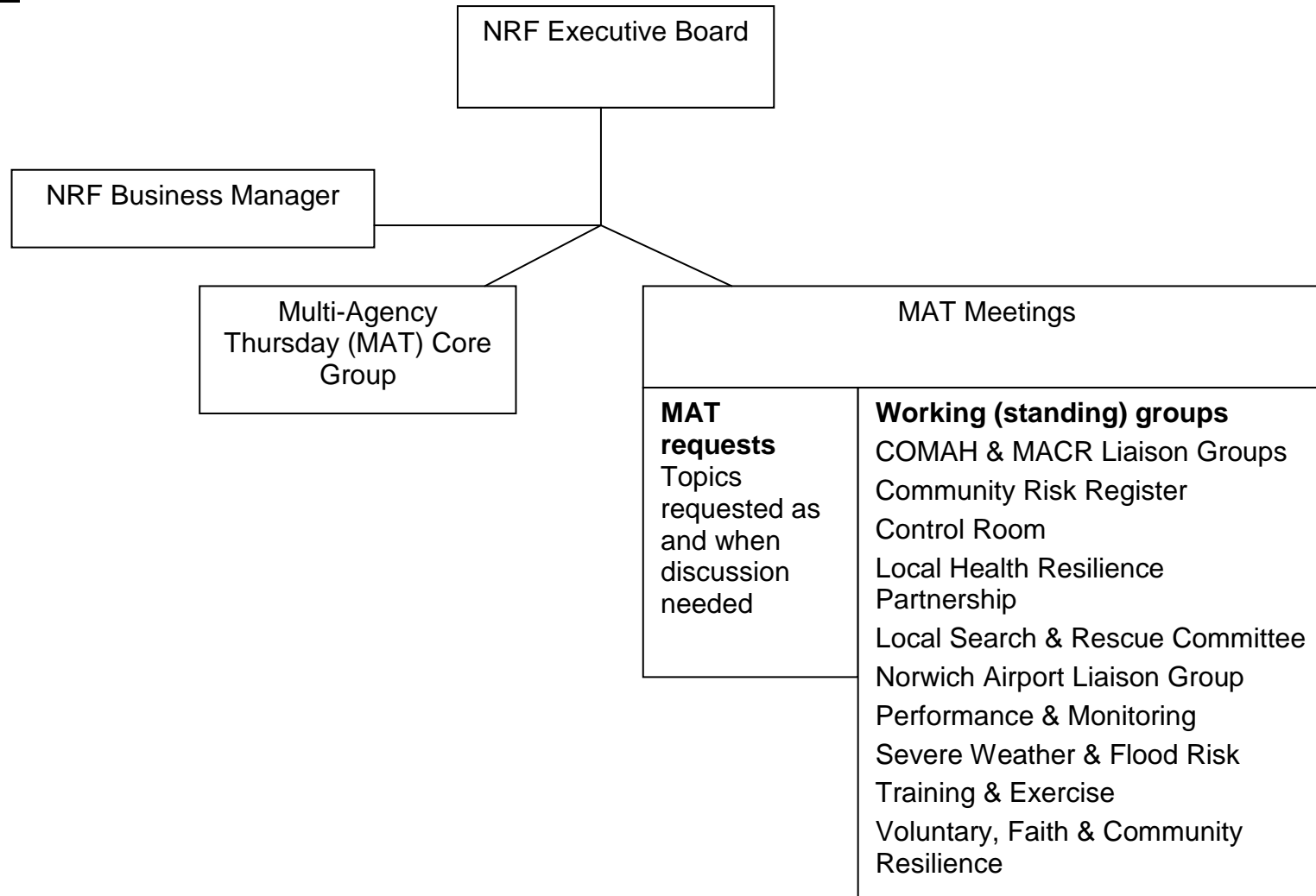
- NRF Strategic Aim & Objectives
- NRF Performance Assessment
- CCA Performance Management
- MAT sessions reporting back on objectives set
- Quality and Auditing Review carried out periodically in line with external measurement frameworks
- Member feedback through biennial Stakeholder Analysis.

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
- Collaboration work with other LRF's
- Peer Reviews
- Norfolk Prepared website feedback and social media platforms
- CCS National Resilience Standards
- Joint Emergency Services Interoperability Principles

Governance

Current structure



Executive Board

The NRF Executive Board is the senior management level of the NRF, providing strategic direction and an integrated cross agency policy to enable Norfolk to prepare and respond to emergencies.

The Board comprises the Chief Executive, or empowered senior representative, from all Category 1 responders, Military, UK Power Networks, The Ministry of Housing, Communities and Local Government (formerly DCLG), Anglian Water and British Red Cross (representing all Voluntary & Faith Groups).

Chairing arrangements for the NRF are as follows:

1st January 2017 – 31st December 2018

Chair: Norfolk Constabulary
Vice Chair: Norfolk Fire and Rescue Service

1st January 2019 – 31st December 2020

Chair: Norfolk Fire and Rescue Service
Vice Chair: Local Authority

Business Manager

The NRF Business Manager is responsible for the day-to-day running including secretariat role of the NRF in accordance with the business plan. The Business Manager is accountable to the NRF Executive Board and will report on the performance of the NRF against the objectives and priorities identified in this Business Plan.

Working groups and MAT groups

The NRF operates day to day business via the 'Multi-Agency Thursday' (MAT) format which takes place every other Thursday. Any member can request a session be scheduled into the work programme.

A number of working groups sit under the NRF structure; chaired by the most appropriate agency. Where necessary, groups will be formed as part of the MAT programme, chaired by the most appropriate and usually requesting agency. The NRF Business Manager will facilitate relevant communication between the chair, groups and NRF Executive Board.

There are a number of standing working groups that sit within the NRF.

- COMAH and MACR Liaison Groups
- Community Risk Register
- Executive Board
- Local Health Resilience Partnership
- Local Search & Rescue Committee
- Norwich International Airport Liaison
- Performance & Monitoring
- Severe Weather & Flood Risk
- Training & Exercise
- Voluntary, Faith and Community Resilience

Finance

The NRF holds a minimal budget to support staff costs; delivery of public events and promotional materials and equipment costs. Requests for NRF funds (e.g. funds to cover equipment, or training and exercises) up to £3000k will be referred to the NRF Business Manager. Bids over £3000k will be referred to the NRF Chair.

Finance reporting

An annual finance report will be produced by the NRF Business Manager and Account Manager, and reported to the NRF Executive Board.

Risk Management

The Civil Contingencies Act 2004 places a statutory duty on all Category one responders to carry out risk assessments. There is a further statutory duty for multi-agency cooperation in maintaining a Community Risk Register.

The purpose of this duty is to:-

- Ensure Category one responders have an accurate and shared understanding of the risks and threats the County faces so that planning has a sound foundation and is proportionate to the risk
- Provide a rational basis for the prioritisation of objectives and work programmes
- Enable Category one responders to assess the adequacy of their plans and capabilities, highlight existing measures that are appropriate and allow gaps to be identified
- Facilitate joined-up local planning, based on consistent planning assumptions
- Enable Category one responders to provide an accessible overview of the emergency planning context for the public
- Inform and reflect national risk assessments that support emergency planning and capability development

The NRF Community Risk Register working group is comprised of Category one and two responder emergency planning practitioners together with other partner agencies as required.

The group review the National Risk Assessment to ascertain the risks and threats that are pertinent to Norfolk. Those identified are risk assessed at a local level utilising the Norfolk Impact Scoring document. All assessments are reviewed every 3 years or sooner if information/intelligence, lessons identified or circumstances suggest an earlier review would be beneficial.

The outcome of the risk assessment will provide the rationale for the development or revision of multi-agency emergency plans and generic arrangements. Full risk assessments are made available all NRF partners via Resilience Direct. A public information leaflet is under development in the interim the information is available via the Norfolk Prepared website.

Publication of the risk register is as agreed by the Community Risk Register working group however in the event that they are unable to reach a consensus decision on any work undertaken, they will refer to the NRF Executive Board for a final decision.

A public friendly Community Risk Register is being produced at this time; however risk assessments are made available to the public on the Norfolk Prepared website. All risk assessments are made available to Category 1, 2 and appropriate supporting agencies through Resilience Direct. The current risk register matrix is below.

Relative Impact

Key
Low
Medium
High
Very High

Catastrophic (5)				<ul style="list-style-type: none"> • Pandemic flu 	
Significant (4)			<ul style="list-style-type: none"> • National electricity transmission 	<ul style="list-style-type: none"> • Cold and snow 	<ul style="list-style-type: none"> • Flooding— coastal
Moderate (3)		<ul style="list-style-type: none"> • Outbreak of plant disease • Railway accident 		<ul style="list-style-type: none"> • Heatwave 	
Minor (2)	<ul style="list-style-type: none"> • Fire or explosion on an offshore oil/gas installation • Disruption or loss of telecommunications system • Large scale public disorder in site (s) • Fire or explosion at gas pipeline following ignition of flammable gas under high pressure • Biological pathogen release • Radiation release from nuclear foreign 	<ul style="list-style-type: none"> • Very large toxic chemical release 	<ul style="list-style-type: none"> • Industrial action—fuel tankers • Drought • Communicable disease outbreak • Storms and Gales • Road or Tanker incident containing dangerous goods • Fire or explosion at a gas LPG or LNG terminal or flammable gas storage site 	<ul style="list-style-type: none"> • Industrial action—service critical to preservation of life • Severe Space Weather • Surface Water Flooding • Food supply contamination 	<ul style="list-style-type: none"> • Fires involving scrap / recycling site
Limited (1)	<ul style="list-style-type: none"> • Incident leading to evacuation of vessel on inland waterways. • Coastal Pollution • National strike of prison officers • Failure of water infrastructure or loss of drinking water • Major reservoir dam failure/ collapse • Fire or explosion at a range of industrial sites including fuel distribution sites or sites storing flammable and/or toxic liquids in atmospheric presume storage 	<ul style="list-style-type: none"> • Radiation exposure from stolen goods • Earthquake 	<ul style="list-style-type: none"> • Aviation accident • Severe wildfires • Outbreak of exotic notifiable disease in animals 	<ul style="list-style-type: none"> • Influx of British Nationals 	
	Low (1)	Medium Low (2)	Medium (3)	Medium High (4)	High (5)

Relative Likelihood

Multi-agency plans and policies

All NRF plans are produced in a landscape, power plan format. The plans are designed to be interactive with a number of action buttons allowing users to find different sections of the plan easily. Agencies are encouraged to use the plans during internal training and briefing sessions. The plans are tested and exercised during multi-agency training and exercises.

NRF plans are produced predominately for the risks deemed as Very High or High in the Community Risk Register. The current plans are:

Generic:

- Norfolk Emergency Response Guidance
- Multi-Agency Strategic Holding Area
- Norfolk Recovery Guidance
- Security Vetting Policy

Supporting:

- Major Incident Multi-Agency Communications Plan
- Voluntary & Faith Capabilities Directory
- Humanitarian Assistance Plan
- Resilient Telecommunications Plan
- Excess Deaths, Mass Fatalities and Temporary Mortuary
- Mass Casualty Plan
- Local Emergency Mortuary Arrangements Plan

Site Specific:

- Norwich City Football Club Integrated Emergency Plan
- Brenntag UK External CoMAH Emergency Plan
- Norwich Airport Integrated Emergency Plan
- Dow Chemicals Company External CoMAH Plan
- Briar Chemicals External CoMAH Plan
- Bacton Gas Terminal External CoMAH Plan
- Thetford PSD External CoMAH Plan
- Fires in Waste Sites – Site Plans
- BPA North Walsham Integrated Emergency Plan
- RAF Marham External Emergency Plan

Hazard specific:

- Major Accident Hazard Pipelines
- Norfolk Fuel Emergency Plan
- Tactical Flood Plan Part 1
- Tactical Flood Plan Parts 2
- Strategic Flood Plan
- Notifiable Animal Disease Contingency Plan
- Pandemic Influenza Response Framework
- Fires in Waste Sites
- Coastal Pollution Plan

Community Engagement

The NRF has a duty to 'Communicate with the Public'; this is achieved through the Norfolk Prepared website, social media and community events. Agencies are encouraged to promote Norfolk Prepared messages and materials when attending relevant public events.

A series of Norfolk Prepared leaflets and promotional materials have been produced for use at events and are available to all NRF members. Access to these materials can be arranged through the NRF Business Manager.

Performance Management

The NRF Performance Assessment is monitored on a half-yearly basis by the Performance & Monitoring Group. It is based on a simple traffic light system ranging from green (requirements been met in full), Amber (requirements not met but actions in place) to Red (requirement not met and no actions currently in place). The performance Assessment is based upon 'Role of Local Resilience Forums: A Reference Document' and other objectives outlined within this business plan. The performance assessment will be reported to the Executive Board on an bi-annual basis.

Training and Exercising

The NRF manages a 3-year rolling training & exercise programme; produced by the Training & Exercise Working Group. A Training & Exercise Protocol has been developed to assist partners with the planning, delivery and debriefing of multi-agency training and exercising.

The 3-year training and exercise programme is below. (Note, yearly quarters not financial.)

<u>2018</u>	<u>2019</u>	<u>2020</u>
<ul style="list-style-type: none"> • Strategic Coordination Group training – During Q4 • Tactical Coordination Group training – 8th March (Rail crash scenario) & 22nd November (flooding scenario) • Local Coordination Group training – 26th April, Great Yarmouth (Mass Public Displacement), Q3, Kings Lynn (flooding scenario) and Q4, North Norfolk (Coastal Pollution scenario) • Recovery Exercise - TBC • Coordination Centre Support Staff training – Q2 and Q3 	<ul style="list-style-type: none"> • Strategic Coordination Group training – Q1 • Tactical Coordination Group training – Q1 and Q4 • Scientific and Technical Advisory Cell training (incorporated into SCG training) – Q1 • Local Coordination Group training – Q2, Q3 and Q4 • Support Staff training – Q2 and Q3 • Briar Chemicals CoMAH exercise – Q2 • Brenntag CoMAH exercise – Q3 • Bacton Gas Terminal CoMAH exercise – Q4 • Norwich Airport – date TBD 	<ul style="list-style-type: none"> • Strategic Coordination Group training – Q1 • Tactical Coordination Group training – Q1 and Q4 • Scientific and Technical Advisory Cell training (incorporated into SCG training) – Q1 • Local Coordination Group training – Q2, Q3 and Q4 • Thetford PSD CoMAH exercise – Q3 • RAF Marham MACR exercise – Q3 • Dow Chemical's CoMAH exercise – Q4

Course Descriptions

Course	Description
Recovery Exercise	<ul style="list-style-type: none"> To exercise the strategic decision-making processes for managing recovery from a major incident. Understand the strategic interaction between response and recovery in the context of a multi-agency flood response. Test the use of the 3rd sector and volunteers to support the recovery.
SCG Training	<ul style="list-style-type: none"> Define the roles, responsibilities and objectives of the SCG and NRF partner agencies during a major incident. Explain and exercise the command, control and coordination structure for strategic management of a major emergency.
TCG	<ul style="list-style-type: none"> Define the roles, responsibilities and objectives of the TCG and NRF partner agencies during a major incident. Explain and exercise the command, control and coordination structure for tactical management of a major emergency.
LCG	<ul style="list-style-type: none"> Define the roles, responsibilities and objectives of the TCG and NRF partner agencies during a major incident. Explain and exercise the command, control and coordination structure for local management of a major emergency.
STAC	<ul style="list-style-type: none"> Rehearse the invocation, management and coordination of a virtual STAC cell alongside the SCG / TCG exercises.
NRF Support staff	<ul style="list-style-type: none"> Define the roles, responsibilities and objectives of the TCG and SCG support staff during a major incident. Explain the activation, operation and shutdown processes. Exercise the interaction with other NRF agencies. Resilience Direct, logging, minute taking and administrative skills.
COMAH – Bacton, Brenntag, Briar, Dow, and Thetford PSD	<ul style="list-style-type: none"> Undertake three yearly statutory exercises of CoMAH site emergency plans and coordination arrangements.
Norwich Airport	<ul style="list-style-type: none"> Statutory Civil Aviation Authority (CAA) requirement (CAP 1168) to test airport procedures in the event of an aircraft accident / incident. Participation from Emergency Services and Local Government would also be required
RAF Marham	<ul style="list-style-type: none"> Undertake three yearly statutory RAF exercise of site emergency plans and coordination arrangements.

Appendix A – Membership of the NRF

Category 1 Responders

- Borough Council of Kings Lynn & West Norfolk
- Breckland District Council
- British Transport Police
- Broadland District Council
- East of England Ambulance Service
- Environment Agency
- Great Yarmouth Borough Council
- James Paget Hospital
- NHS England
- Norfolk & Norwich University Hospital;
- Norfolk & Suffolk Constabularies
- Norfolk County Council
- Norfolk Fire & Rescue Service
- North Norfolk District Council
- Norwich City Council
- Public Health England
- Queen Elizabeth Hospital
- South Norfolk Council

Category 2 Responders

- Abellio
- ABP Kings Lynn
- Anglian Water Services Ltd
- Brenntag Inorganic Chemicals
- Briar Chemicals
- BT
- CLH-PS (Thetford PSD)
- East Coast Community Health Care
- Essex and Suffolk Water
- Harbour Commissioners
- Health and Safety Executive
- Highways England
- Interconnector (Bacton)
- National Grid
- National Grid (Bacton)
- NHS Great Yarmouth and Waveney Clinical Commissioning Group
- NHS North Norfolk Clinical Commissioning Group

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- NHS Norwich Clinical Commissioning Group
- NHS South Norfolk Clinical Commissioning Group
- NHS West Norfolk Clinical Commissioning Group
- Norfolk Community Health & Care NHS Trust

Other

- Animal and Plant Health Authority
- Broads Authority
- Department for Communities and Local Government (DCLG)
- Met Office

- Norwich International Airport
- Perenco (Bacton)
- Shell (Bacton)
- UK Power Networks

- Military and RAF
- Natural England
- Norfolk & Suffolk Foundation Trust
- Voluntary and Faith Groups
- Water Management Alliance of Internal Drainage Boards

Appendix B – Terms of Reference

Conduct of meetings

The conduct of meetings can be applied to all groups and is below:

Agendas will be prepared in advance of the meeting and any papers relevant to items circulated to members 7 days before the meeting.

The following policy with regard to agenda items will apply:

- a. All members of the group are entitled to submit items for the agenda
- b. Items are to be with the secretariat at least 10 days prior to the meeting
- c. The Chair reserves the right to prioritise items from the agenda as appropriate
- d. Full action log will be produced
- e. AOB should be declared to the Chair at the start of the meeting
- f. Written reports should accompany agenda requests

If any NRF Agenda item includes discussion around sensitive topics, then this should be highlighted at the beginning of the meeting. The chair of the meeting, in conjunction with the other members, will decide whether National Security Clearance is needed for the discussion.

Proof of security clearance levels should be obtained from the organisation that carried out the check. If proof is not available then members should be asked to leave the room whilst the item is discussed.

The full terms of reference for each standing group can be found here:

<https://collaborate.resilience.gov.uk/RDService/home/124662/Terms-of-Reference>

Norfolk Resilience Forum Executive Board

Purpose

The NRF Executive Board is the senior management level, providing strategic direction to enable Norfolk to prepare and respond to emergencies.

Aim & Objectives

The aim and objectives for the NRF Executive Group are set out in this document which will be reviewed and updated annually.

Composition

The NRF Executive Chair will be rotated on a two-yearly basis. After this period, the vice chair will then take up the role of the NRF Executive Chair. In this current year, the NRF Executive Board will be chaired by the Assistance Chief Constable Joint Protective Services, Norfolk Constabulary (Vice Chair: Assistant Chief Fire Officer, Norfolk Fire & Rescue Service).

Secretariat and administrative support will be provided by:

- NRF Business Manager, Norfolk Resilience Forum

The following organisations will be represented on the Group:

- District Councils (currently represented by CEO Broadland and North Norfolk District Councils)
- Norfolk Constabulary
- Anglian Water Services Ltd
- Joint Regional Liaison Officer (East)
- British Red Cross (representing NRF Voluntary and Faith Sector)
- Consultant in Communicable Disease Control, Public Health England
- The Ministry of Housing, Communities and Local Government (formerly DCLG)
- East of England Ambulance Service NHS Trust
- Environment Agency
- Maritime and Coastguard Agency (MCA)
- Local Health Resilience Partnership chair
- Norfolk County Council
- Norfolk Fire and Rescue Service
- NRF Business Manager
- UK Power Networks

Other members will be co-opted as required. If unable to attend, members are expected to nominate a suitable deputy to attend in their absence.

Teleconference facilities will be made available (where possible), upon request.

Meeting Frequency

The NRF Executive Board will meet at a frequency deemed appropriate but at least two times per year. Meeting frequency will be reviewed as required. Meeting dates are to be programmed a year in advance.

Accountability

The Chair will be responsible for ensuring that the Norfolk Resilience Forum delivers the aim and objectives of the nrf business Plan which incorporates all of the requirements of the Civil Contingencies Act 2004 and Regulations.

Services and Agencies will also be subject to their own inspections regimes e.g. HMIC for the Police.

Standing Agenda Items

- a. Welcome and apologies
- b. Review of previous notes and updates to action log
- c. Matters requiring urgent attention
- d. Members updates including Business Continuity issues
- e. Review of Major Incidents since last meeting
- f. Training & Exercising
- g. Any other urgent business
- h. Date of the next meeting

Multi-Agency Thursdays

Aim

The aim of the 'Multi-Agency Thursday' (MAT) is to provide a routine mechanism for all NRF members (Category 1, Category 2 other and non-statutory partners) to work together to review, develop and maintain detailed arrangements for Norfolk emergency response and recovery.

Objectives

The objectives of the Multi-Agency Thursday way of working are to:

- a. Provide the default focus for operational NRF work.
- b. Review and agree the Norfolk Community Risk Register.
- c. Agree multi-agency emergency plans required to provide effective response and recovery arrangements to agreed risks within the Norfolk Community Risk Register where within existing organisational responsibility.
- d. Routinely share information on changes to risks, organisational structures and incidents or exercises.
- e. Escalate emergency preparedness issues or major financial expenditure to NRF Executive Board where issue is not within pre-agreed organisation responsibility or policy.
- f. Maintain performance assessment of the processes and capabilities of the NRF needed for preparedness and emergency response as per the Civil Contingencies Act (CCA) (2004).
- g. Undertake planning for multi-agency training and exercising.
- h. Deliver multi-agency training, and exercises where possible, for agencies to ensure people and teams are able to discharge collective responsibilities identified in NRF plans. Note: individual role specific training remains the responsibility of individual organisations.
- i. Maintain Norfolk Prepared website through the NRF Business Manager to support CCA duty to share information.
- j. Provide a forum for non-statutory partners to maintain awareness of NRF activities and to share information.

Management

All MAT meetings will be facilitated by either the lead practitioner or NRF Business Manager.

Membership

Membership will comprise all NRF partners (Category 1, Category 2, other and non-statutory organisations) plus any additional representation required from specialist organisations.

A core group will meet at the beginning of every other MAT to share information on changes to risk, organisations structures and incidents or exercises. The following organisations are expected to attend:

- Norfolk & Suffolk Constabularies
- Norfolk Fire & Rescue Service
- East of England Ambulance Service NHS Trust
- NHS, or appropriate health rep
- County and District Local Authority (ies)
- HM Coastguard

Environment Agency and Public Health England are expected to attend every other MAT Core Group and as appropriate according to the agenda.

Each agency participating in MAT agrees to represent the roles and responsibilities of their organisation during MAT activity. When not able to attend a meeting, each organisation should ensure that a deputy is nominated and fully briefed. Where roles and responsibilities or policy aspects are not clear, the member agrees to seek clarification with their respective Executive lead.

Meeting Frequency

MAT will meet fortnightly on a Thursday. Members will be pre-notified of meeting venues as per the current invitation process, the work programme will be made available to all NRF partners via Resilience Direct. A break-out room will be made available to partners who are attending a number of sessions throughout the day to work from. Normal MAT day starts at 0930 hrs and finishes at 1600 hrs.

Teleconference facilities and Wi-Fi will be made available where prior notice is given to the NRF Business Manager.

Standing Agenda Items:

- a. Agreement of notes and update on actions from previous meeting.
- b. Incidents and Updates.
- c. Work items for the meeting.

Administrative Support

The NRF Business Manager will provide secretarial support for MAT.

Appendix C - 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

Title:	Name:
Address:	
Daytime Tel:	Fax:
Mobile:	Email:

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

Help

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