

Strategic Resilience Management Framework

November 2023

1 Introduction

The strategic vision for the management of Resilience and Emergency Planning is 'to ensure that Gateshead is a safe and resilience place to live, work and visit'. This framework documents the Resilience and Emergency Planning priorities and objectives for Gateshead Council for the next two years.

All actions within this document reflect national planning requirements and statutory duties within the Civil Contingencies Act 2004, to mitigate identified risks and will be delivered in adherence with Gateshead Council's Thrive Agenda.

This will ensure that the council continues to strengthen our robust arrangements to prepare for, mitigate, respond to and recover from emergency or major incident situations and use the learning to inform contingency planning.

The definition of resilience is the ability to anticipate risk, limit impact and respond and recover quickly and effectively from emergencies and disruptive events that affect organisations, businesses, individuals, families, neighbourhoods and communities.

2 Background

The original Resilience Strategy was first approved by the council in 2010, with subsequent reviews taking place up to the most recent iteration which was endorsed by Gateshead Council's Cabinet in 2019. Annual progress reports on all areas of Resilience and Emergency Planning are provided to Corporate Resources Overview and Scrutiny Committee.

3 Council Liability

The National Risk Register [2023 Edition] provides an updated government assessment of the likelihood and potential impact of a range of different civil emergency risks (including naturally and accidentally occurring hazards and malicious threats) that may directly affect the UK over the next 5 years.

Any emergency or major incident, whether an accident, natural hazard or act of terrorism; could potentially affect the safety, health, welfare, security and prosperity of the people of Gateshead.

Therefore, the Council faces exposure to several key risks. These can be broadly categorised as follows and are included in Gateshead Council's Strategic Risk Register:

- The failure to provide a response during a major incident or business interruption
- The risk to the Council's ability to deliver critical services
- The potential wider impact of an incident on the community.

4 Statutory Legislative Requirements and National Context

All local authorities are classed as 'Category 1' Responders in the event of an emergency/ major incident under the **Civil Contingencies Act** (2004) (CCA).

Civil Contingencies Act 2004 (legislation.gov.uk)

The Act requires all Category 1 Responders to undertake these wide-ranging statutory duties to help to protect the population within their boundaries. The duties include:

- assess the risk of emergencies occurring and use this to inform contingency planning
- put in place emergency plans
- put in place business continuity management arrangements – this is facilitated by the Council's Internal Audit and Risk Team in Corporate Resources
- put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- share information with other local responders to enhance co-ordination
- co-operate with other local responders to enhance co-ordination and efficiency
- provide advice and assistance to businesses and voluntary organisations about business continuity management (local authorities only)

Within Gateshead we continue to meet the requirements of the Civil Contingencies Act 2004 (CCA) but also a host of other government policy, legislation and associated guidance. This includes:

- **Emergency Preparedness** [March 2012] – Guidance on part 1 of the CCA 2004, its associated regulations and non-statutory arrangements. Emergency preparedness - GOV.UK (www.gov.uk)
- **Emergency Planning and Preparedness** [November 2014] – How to run exercises and training for emergency planning and preparedness. Emergency planning and preparedness: exercises and training - GOV.UK (www.gov.uk)
- **Emergency Response and Recovery Guidance** [October 2013] – this is designed to complement the Emergency Preparedness guidance highlighted above. Emergency response and recovery - GOV.UK (www.gov.uk)
- **National Recovery Guidance** [2013] – this primarily aimed at local responders and developed in line with the Civil Contingencies Act (CCA) on recovering from an emergency in the UK <https://www.gov.uk/guidance/national-recovery-guidance>
- **National Risk Register of Civil Emergencies** [2023 Edition] – The 2023 National Risk Register is the external version of the National Security Risk Assessment, which is the government's assessment of the most serious risks facing the UK. It provides the government's updated assessment of the likelihood and potential impact of a broad range of risks that may directly affect the UK and its interests. National Risk Register 2023 - GOV.UK (www.gov.uk)
- **Counter-terrorism strategy** [CONTEST] [June 2023] – the United Kingdom's Strategy for Countering Terrorism. The aim of which is to reduce the risk from terrorism to the UK, its citizens and interests overseas, so people can live freely and with confidence. Counter-terrorism strategy (CONTEST) 2023 - GOV.UK (www.gov.uk)

- **JESIP (Joint Emergency Services Interoperability Programme)** [Updated October 2021] – JESIP models and principles are the standard for multi-agency working and incident response. Home - JESIP Website
- **The UK Government Resilience Framework** [December 2022] – This framework sets out the Government’s strategic approach to resilience. The UK Government Resilience Framework - GOV. UK (www.gov.uk)
- **Human Aspects Guidance** [October 2016] - This guidance provides information and advice and support for stakeholders involved in planning and co-ordinating frontline activities to address Humanitarian Assistance in response and recovery following an emergency. <https://www.gov.uk/government/publications/human-aspects-in-emergency-management>

This national context will continue to inform our themes, priorities and objectives at a local level.

5 Local Governance Arrangements

Within Gateshead we have well established and robust governance arrangements in place and strong relationships with multi-agency partner organisations which have enabled us to respond effectively to emergencies.

Gateshead Council: Internal

Corporate Resources Overview and Scrutiny Committee

The Resilience and Emergency Planning agenda sits within the Leader’s Cabinet Portfolio of the Council and the Corporate Resources Overview and Scrutiny Committee (OSC). OSCs are an integral part of the Council’s framework, supporting the work of the Cabinet and Council, to whom they make recommendations.

They contribute to the policy making process by reviewing policies, scrutinising service reviews, examining issues in the Cabinet’s forward plan and reviewing information on the performance of services. Annual and six-monthly updates are presented to the Overview and Scrutiny Committee on group activity, with ad hoc reports as presented to the Leader’s Portfolio and other relevant portfolios as and when required.

Corporate Management Team

The Council’s Corporate Management Team is chaired by the Chief Executive with a membership consisting of the Council’s Strategic Directors. Resilience and Emergency Planning reports are provided to CMT on an ad-hoc basis to raise awareness of issues and to seek support for project work.

Corporate Risk and Resilience Group

This group promotes and supports risk management and resilience throughout the Council. This ensures compliance with the Council’s Financial Regulations and the Civil Contingencies Act 2004, which outlines the Council’s statutory requirements in relation to resilience and business continuity.

The purpose of the group is to engage with Strategic Groups in relation to risk management and resilience to ensure it is consistently updated and embedded throughout the Council and within governance arrangements. Membership includes all groups and services within the Council and meetings are held quarterly.

Multi-Agency

Northumbria Local Resilience Forum

Local Resilience Forums (LRFs) were established under the Civil Contingencies Act (2004) to coordinate the actions and arrangements between responding bodies/ organisations in the area. The Northumbria LRF area covers the Northumbria Police Constabulary area, which includes Gateshead, Newcastle, North Tyneside, Northumberland, South Tyneside and Sunderland.

Membership of the LRF consists of:

- 'Category 1 Responders', who are those organisations at the core of emergency response, responsible for a full set of civil protection duties. This includes local authorities, the emergency services, the Environment Agency and NHS Trusts.
- 'Category 2 Responders', who will work in support of the Category 1 Responders and includes Utility and Transport Network Providers.

The LRF ensures effective delivery of those duties under the Act that need to be developed in a multi-agency environment and individually as a Category 1 responder. The LRF process facilitates the compilation of agreed risk profiles for the area through a Community Risk Register along with a systematic, planned and co-ordinated approach to address all aspects of policy in relation to:

- planning for emergencies
- planning for business continuity management
- publishing information about risk assessments and plans
- arrangements to warn and inform the public
- other aspects of civil protection duty, including the promotion of business continuity management by local authorities, and
- support for the preparation by all or some of its members of multi-agency plans and other documents, including protocols and agreements and the co-ordination of multi-agency exercises and other training events.

Further information can be found at:

Northumberland County Council - Northumbria Local Resilience Forum

Gateshead Council is represented on all standing groups within Northumbria LRF (refer to list below) and time limited task and finish groups as appropriate.

- **Tactical Business Management Group:** Responsible for the coordination of all LRF activity reporting directly to the Strategic Board.
- **Strategic Board:** Ensuring there is an appropriate level of preparedness to enable an effective strategic response to emergencies.
- **Risk Group:** Responsible for identifying, assessing and tracking risk for the LRF using the National Security Risk Assessment (NSRA).
- **Training and Exercising Group:** Responsible for the coordination of multi-agency training and exercising activity within the LRF area.

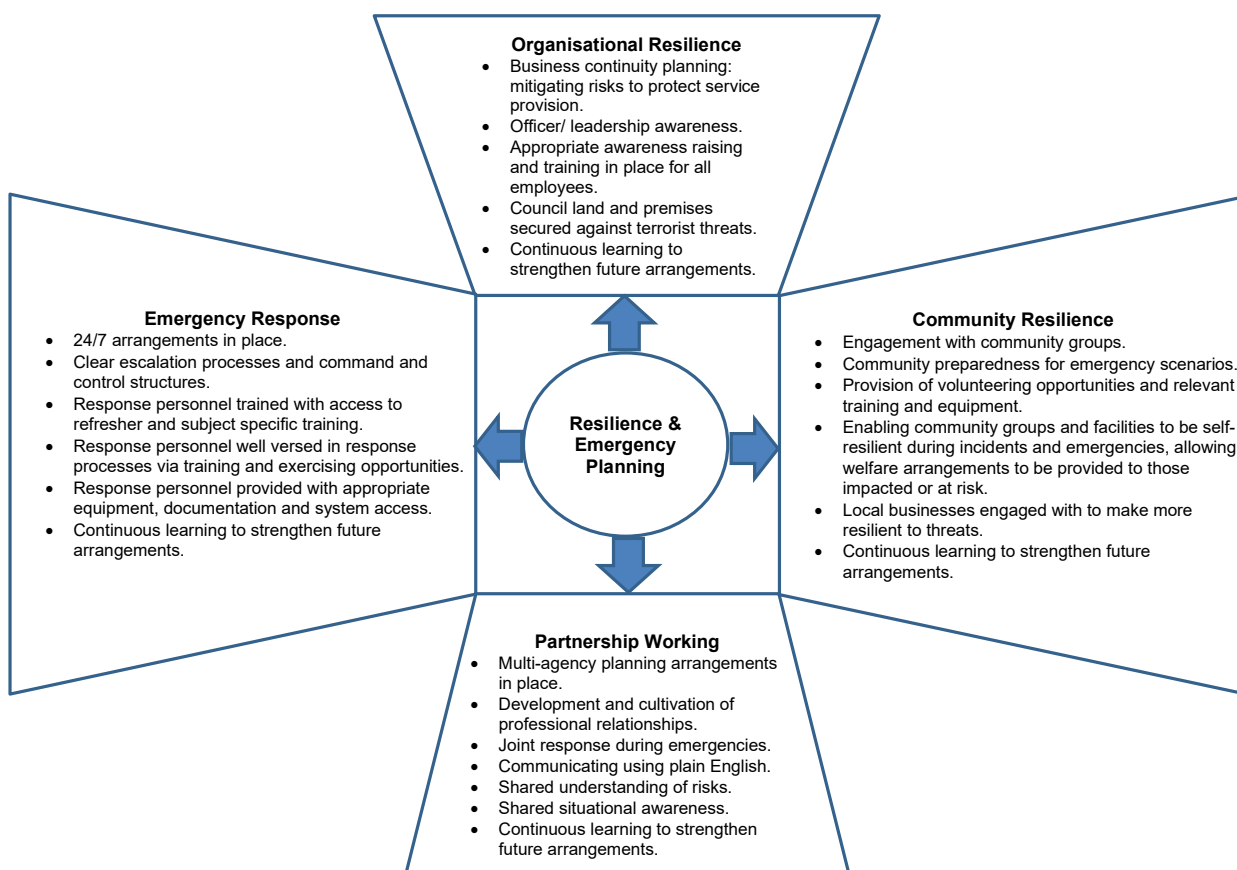
Gateshead Multi-Agency Resilience and Emergency Planning Group

This statutory partnership is jointly chaired by Gateshead Council's Resilience and Emergency Planning Manager and Gateshead Health NHS Foundation Trust. Membership includes representatives from Gateshead Council services, Northumbria Police, Northeast Ambulance Service, Tyne and Wear Fire and Rescue Service, the Environment Agency, health bodies, Counter Terrorism Police Northeast, the voluntary sector, faith communities, local transport, education and commerce.

This group plays a key role in bringing different responder organisations together to discuss multi-agency emergency preparedness, response and resilience issues and ensure that Gateshead is adequately prepared to respond to disruptive challenges.

5 Gateshead Council Emergency Planning and Response Arrangements

Within Gateshead, Emergency Planning and Resilience work is delivered within 4 key areas, which interlink to prevent emergencies occurring, but also mitigates the impacts when they do. This is a systematic and ongoing process evolving as lessons are learnt and circumstances change:



Emergency Response

Gateshead Council has an Emergency Response Process, which provides guidance to all involved in emergency response. This covers all aspects, which include:

- 24/7 contact arrangements
- 24/7 Emergency Response Team availability
- Information recording/ relay process
- Escalation arrangements
- Emergency Response Team role-based and situational guidance documentation
- Command and control structures
- Post incident/ exercise debriefing process

Organisational Resilience

Planning for Gateshead Council's organisational resilience is crucial to the business continuity of the Council's critical services and the safety of employees and service users. The Council's Corporate Risk and Resilience Group provides a platform for members of the Resilience and Emergency Planning Team, Audit and Risk Team and all service representatives to jointly consider the risks to service provision, the potential impacts of losing service provision and the mitigations that can be put in place by proactive planning.

Partnership Working

Formalised planning structures are in place within the Northumbria Police area in the form of the Northumbria Local Resilience Forum (LRF), details of which can be found on page 4 of this document. This enables multi-agency response plan development and localised training and exercising opportunities for all partners.

Gateshead also has a Multi-Agency Resilience and Emergency Planning (MAREP) Group, which works very much in the same way as Northumbria LRF but with a focus specifically on the Gateshead area.

Community Resilience

Community awareness, engagement and involvement strengthens all local emergency planning arrangements and makes communities more resilient to emergencies. Gateshead Council's Resilience and Emergency Planning Team provides community advice via the Council's Community Emergency Guidance document. The team also works with community groups and volunteers who are interested in being part of response arrangements to ensure these arrangements are formalised and appropriate training and advice is provided.

Table 1

Service Key Objectives 2024-2026					
Ref	Objective and Statutory Duties	Activities	Target	Responsibility	Outcome and Evidence
1.	<p>Objective Review and develop plans, action cards and strategies to enable effective emergency response arrangements.</p> <p>Statutory Duty (Civil Contingencies Act (CCA) 2004):</p> <ul style="list-style-type: none"> Assess the risk of emergencies occurring and use this to inform contingency planning. Put in place emergency plans. 	<ul style="list-style-type: none"> Identify key priorities via the identified risks at national and local levels in consultation with multi-agency partners and update the Northumbria Community Risk Register periodically. Undertake periodic reviews of all documentation and processes and as part of incident or exercise debriefs. Creation of a Council Cyber-Attack response plan. Creation of a Council National Power Outage Plan. Creation of Council Counter Terrorism Plans. Creation of Community Resilience and Engagement Plans. 	<p>New Northumbria Risk Register - 2024</p> <p>Ongoing with continuous review</p> <p>2024</p> <p>2024</p> <p>2024-2026</p> <p>2024-2026</p>	<p>Northumbria Local Resilience Forum Risk Group (Resilience and Emergency Planning Manager / Resilience and Emergency Planning Coordinator are members of this group)</p> <div style="text-align: center; margin-top: 20px;"> <pre> graph TD A[Resilience and Emergency Planning Manager / Resilience and Emergency Planning Coordinator] --- B[Northumbria Local Resilience Forum Risk Group] </pre> </div>	<p>Outcome</p> <ul style="list-style-type: none"> Effective and efficient Emergency Response Plans developed based on a risk analysis approach on emergencies and situations that could happen within Gateshead. Assurance that there are robust arrangements to mitigate, to prepare, respond to and recover from emergencies through training, exercising and validation. <p>THRIVE: Put people and families at the heart of everything we do</p> <p>THRIVE: Support our communities to support themselves and each other</p> <p>THRIVE: work together and fight for a better future across Gateshead</p> <p>Evidence</p> <ul style="list-style-type: none"> Publication of the Northumbria Community Risk Register on the Gateshead Council Website Incident/Exercise Debrief Reports and Action Plans Publication/ central audit for all documentation

Table 2

Service Key Objectives 2024-2026

Ref	Objective and Statutory Duties	Activities	Target	Responsibility	Outcome and Evidence
2.	<p>Objective Work with partner organisations to promote Resilience, Emergency Planning and Response with public, private, multi-agency and voluntary sector organisations.</p> <p>Statutory Duty (Civil Contingencies Act (CCA) 2004):</p> <ul style="list-style-type: none"> Assess the risk of emergencies occurring and use this to inform contingency planning. Put in place emergency plans. 	<ul style="list-style-type: none"> Continue to chair and co-ordinate the Multi-Agency Resilience and Emergency Planning Group Continue to provide representation and engagement at Northumbria Local Resilience Forum Strategic Board, Tactical Business Management Group, Risk Group, Training and Exercising Group and any time limited working groups as appropriate. Continue to provide representation and engagement at the Northumbria Voluntary Emergency Liaison Group. 	Ongoing with continuous review	Resilience and Emergency Planning Manager / Resilience and Emergency Planning Coordinator	<p>Outcome Continued work in collaboration with our partners and communities to continue to ensure that we have robust arrangements in place to mitigate, prepare for, respond to and recover from emergencies.</p> <p>THRIVE: Put people and families at the heart of everything we do</p> <p>THRIVE: Support our communities to support themselves and each other</p> <p>Evidence</p> <ul style="list-style-type: none"> Publication of the Northumbria Community Risk Register on all responder websites Multi-Agency Incident/Exercise Debrief Reports and Action Plans Multi-Agency response plans in place Attendance records and action plans for the: <ul style="list-style-type: none"> Gateshead Multi-Agency Group Northumbria Local Resilience Forum Northumbria Voluntary Emergency Liaison Group

Table 3

Service Key Objectives 2024-2026

Ref	Objective and Statutory Duties	Activities	Target	Responsibility	Outcome and Evidence
3.	<p>Objective Advise elected members, senior officers and partner organisations on emergency preparedness legislative changes to ensure that they are aware of policy implications.</p> <p>Statutory Duty (Civil Contingencies Act (CCA) 2004):</p> <ul style="list-style-type: none"> Put in place emergency plans. share information with other local responders to enhance co-ordination. co-operate with other local responders to enhance co-ordination and efficiency. 	<ul style="list-style-type: none"> Creation of a Corporate Counter Terrorism Group and development of Counter Terrorism plans for all Council premises. Development and roll out of documentation to provide clarity to Council services of the process to escalate to emergency response arrangements. Enhanced political engagement and accountability in adherence with the Stronger Local Resilience Forums Pilot. Provide annual updates on Resilience and Emergency Planning and project-based updates as required. 	<p>February 2024 for first group meeting and plans to be developed and implemented between 2024-26.</p> <p>New Emergency Response Process to be agreed November 2023 for a January 2024 roll-out, followed by continuous review.</p> <p>Initial Pilot Plan to be agreed March 2024 followed by delivery of pilot project over an initial 2-year period.</p> <p>Ongoing with continuous review</p>	<p>Resilience and Emergency Planning Manager /</p> <p>Resilience and Emergency Planning Coordinator</p> <p>Resilience and Emergency Planning Manager /</p> <p>Resilience and Emergency Planning Coordinator</p> <p>Resilience and Emergency Planning Manager/ Northumbria Local Resilience Forum Chief Resilience Officer</p> <p>Resilience and Emergency Planning Manager /</p> <p>Resilience and Emergency Planning Coordinator</p>	<p>Outcome</p> <ul style="list-style-type: none"> Resilient communities who are able to assist themselves in an emergency or major incident and uptake of community resilience volunteers <p>THRIVE: Put people and families at the heart of everything we do</p> <p>THRIVE: Support our communities to support themselves and each other</p> <p>Evidence</p> <ul style="list-style-type: none"> Annual and ad-hoc update reports to Corporate Management Team and Corporate Resources Overview and Scrutiny Committee. Attendance at internal Corporate Counter-Terrorism Group and the development of Council Counter-Terrorism Plans in adherence with the National CONTEST Strategy. Publication of the Council's new Emergency Response Framework. Project development at single and multi-agency levels in adherence with <ul style="list-style-type: none"> Stronger Local Resilience Forums Pilot.

Table 4

Service Key Objectives 2024-2026

Ref	Objective and Statutory Duties	Activities	Target	Responsibility	Outcome and Evidence
4.	<p>Objective Promote community resilience via the establishment of networks and engagement programmes.</p> <p>Statutory Duty (Civil Contingencies Act (CCA) 2004):</p> <ul style="list-style-type: none"> Assess the risk of emergencies occurring and use this to inform contingency planning. Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency. Provide advice and assistance to businesses and voluntary organisations about business continuity management. 	<ul style="list-style-type: none"> Assess risks within communities and promote the Council's Community Emergency Guidance document. Development of a Community Resilience and Engagement Strategy in adherence with the National Resilience Framework. Work with community groups, event organisers and local businesses to plan for and to promote achievable counter terrorism measures. Enhanced political engagement and accountability in adherence with the Stronger Local Resilience Forums Pilot. Provide annual updates on Resilience and Emergency Planning and project-based updates as required. 	<p>Ongoing with continuous review</p> <p>To be developed and implemented between 2024-26.</p> <p>To be developed and implemented between 2024-26.</p> <p>Initial Pilot Plan to be agreed March 2024 followed by delivery of pilot project over an initial 2-year period.</p> <p>Ongoing with continuous review</p>	<p>Resilience and Emergency Planning Manager / Resilience and Emergency Planning Coordinator</p> <p>Resilience and Emergency Planning Manager / Resilience and Emergency Planning Coordinator</p> <p>Resilience and Emergency Planning Manager / Resilience and Emergency Planning Coordinator</p> <p>Resilience and Emergency Planning Manager / Resilience and Emergency Planning Coordinator</p> <p>Resilience and Emergency Planning Manager / Resilience and Emergency Planning Coordinator</p> <p>Resilience and Emergency Planning Manager / Northumbria Local Resilience Forum Chief Resilience Officer</p> <p>Resilience and Emergency Planning Manager / Resilience and Emergency Planning Coordinator</p>	<p>Outcome</p> <ul style="list-style-type: none"> Resilient communities who are able to assist themselves in an emergency or major incident and uptake of community resilience volunteers <p>THRIVE: Put people and families at the heart of everything we do</p> <p>THRIVE: Support our communities to support themselves and each other</p> <p>Evidence</p> <ul style="list-style-type: none"> Annual and ad-hoc update reports to Corporate Management Team and Corporate Resources Overview and Scrutiny Committee. Bi-annual review and publication of the Gateshead Council Community Emergency Guidance document. Project development at single and multi-agency levels in adherence with <ul style="list-style-type: none"> The National Resilience Framework. Stronger Local Resilience Forums Pilot. The National CONTEST Strategy.

Table 5

Service Key Objectives 2024-2026

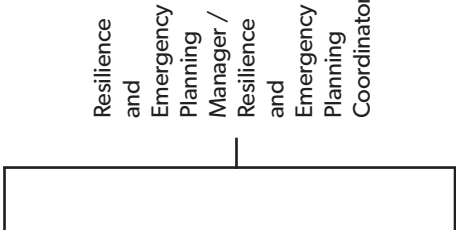
Ref	Objective and Statutory Duties	Activities	Target	Responsibility	Outcome and Evidence
5.	<p>Objective Contribution to the creation, planning, delivery and evaluation of bespoke emergency planning training and exercising packages to multi-disciplinary staff.</p> <p>Statutory Duty (Civil Contingencies Act (CCA) 2004):</p> <ul style="list-style-type: none"> Assess the risk of emergencies occurring and use this to inform contingency planning. Put in place emergency plans. Business continuity management arrangements. 	<ul style="list-style-type: none"> Implementation of a calendar of bespoke training and exercising for employees at single and multi-agency levels, following a training needs analysis that was undertaken and submitted to Northumbria Local Resilience Forum in September 2023. Recruitment of new members of the Emergency Response Team, including the creation of the new role of community liaison officers. Provision of a bespoke training package for the OCTO Incident Management System. 	<p>Internal calendar to be established by February 2024 and continually reviewed following this date/ Multi-Agency training and exercising calendar to be established and published by Northumbria Local Resilience Forum by April 2024 and continually reviewed following this date.</p> <p>February 2024 onwards for new role and then ongoing.</p> <p>March 2024 onwards and then ongoing.</p>	<p>Resilience and Emergency Planning Manager / Resilience and Emergency Planning Coordinator/ Northumbria Local Resilience Forum Risk Group Chair</p> 	<p>Outcome</p> <ul style="list-style-type: none"> Competent and trained Emergency Response Team employees within all directorates and services. <p>THRIVE: Put people and families at the heart of everything we do</p> <p>Evidence</p> <ul style="list-style-type: none"> Training and exercising calendar available for scrutiny/ audit. Training records available for scrutiny/ audit Debrief reports/ action plans for exercises.

Table 6

Service Key Objectives 2024-2026					
Ref	Objective and Statutory Duties	Activities	Target	Responsibility	Outcome and Evidence
6.	<p>Objective Promote Business Continuity guidance to local business and the voluntary sector.</p> <p>Statutory Duty (Civil Contingencies Act (CCA) 2004):</p> <ul style="list-style-type: none"> • Provide advice and assistance to businesses and voluntary organisations about business continuity management. 	<ul style="list-style-type: none"> • Engagement with local Business Forums when required. • Further promotion of the advice and guidance available. 	Ongoing with continuous review	Resilience and Emergency Planning Manager / Resilience and Emergency Planning Coordinator	<p>Outcome</p> <ul style="list-style-type: none"> • Businesses are able to recognise risks within their organisations develop plans and mitigate any risks or threats during an emergency or major disruption to their organisation. <p>THRIVE: Support our communities to support themselves and each other</p> <p>Evidence</p> <ul style="list-style-type: none"> • Attendance at any business forum/ record of specific engagement work. • Business Continuity advice section on the Gateshead Council website: Business continuity - Gateshead Council • Community Resilience advice section on the Gateshead Council website: Community emergency guidance - Gateshead Council

Table 7

Service Key Objectives 2024-2026

Ref	Objective and Statutory Duties	Activities	Target	Responsibility	Outcome and Evidence
7.	<p>Objective Incorporate good practice and lessons learned from debriefs undertaken at local and national levels of emergency planning/response to incidents, training events and exercises.</p> <p>Statutory Duty (Civil Contingencies Act (CCA) 2004):</p> <ul style="list-style-type: none"> • Share information with other local responders to enhance co-ordination. • Cooperate with other local responders to enhance co-ordination and efficiency. 	<ul style="list-style-type: none"> • Undertake debrief sessions following local/ regional incidents and exercises using the structured Debrief Programme in place at single and multi-agency levels. • Incorporate the learning and good practice from others into local planning arrangements via national / other organisation's debrief reports. 	<p>Ongoing with continuous review</p>	<p>Resilience and Emergency Planning Manager / Resilience and Emergency Planning Coordinator</p>	<p>Outcome</p> <ul style="list-style-type: none"> • Implementation of good practice and lessons learned into current emergency response plans, protocols and arrangements. <p>THRIVE: Put people and families at the heart of everything we do</p> <p>Evidence</p> <ul style="list-style-type: none"> • Debrief reports/ action plans for incidents and exercises. • Central audit for Gateshead Council plan and action card updates.

Table 8

Service Key Objectives 2024-2026

Ref	Objective and Statutory Duties	Activities	Target	Responsibility	Outcome and Evidence
8.	<p>Objective Provision of practice guidance, supervision and mentoring to staff involved in the emergency planning/ response approach.</p> <p>Statutory Duty (Civil Contingencies Act (CCA) 2004):</p> <ul style="list-style-type: none"> Assess the risk of emergencies occurring and use this to inform contingency planning. Put in place emergency plans. Business continuity management arrangements. 	<ul style="list-style-type: none"> Role-based training provided to all new members of the Emergency Response Team. Role-based refresher training offered to all existing members of the Emergency Response Team. Role-based Emergency Response Team folders provided for team members. 	Ongoing with continuous review	Resilience and Emergency Planning Manager / Resilience and Emergency Planning Coordinator	<p>Outcome</p> <ul style="list-style-type: none"> Competent and trained Emergency Response Team members within all directorates and services. <p>THRIVE: Put people and families at the heart of everything we do</p> <p>Evidence</p> <ul style="list-style-type: none"> Emergency Response Team training and exercising consultations/ consultation results. Training and exercising calendar available for scrutiny/ audit. Training records available for scrutiny/ audit.



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