

West Suffolk Joint Emergency Planning Panel 16 February 2012

Joint Emergency Planning Unit (JEPU) Performance and Capability Assessment

1. Purpose of Report

- 1.1 The purpose of the Performance and Capability Assessment report is to provide an analysis of Emergency Preparedness in the Forest Heath and St Edmundsbury areas.**

2. Background

- 2.1** The document demonstrates performance against the mandatory requirements of the Civil Contingencies Act 2004 and in addition demonstrates where excellence has been achieved.
- 2.2** The document further aims to encourage good practice and support Forest Heath District Council (FHDC) and St Edmundsbury Borough Council (SEBC) in continuing to develop their capabilities in civil contingencies and emergency preparedness, including some areas of response and recovery.

3. The report

- 3.1** The report is in two parts, both looking at performance and capability, utilising the Red, Amber, Green system (RAG Status) for a summary status of each component and an overall assessment. The process has been aligned across all of Suffolk to enable Senior Officers to compare themselves on a like for like basis with the other boroughs and districts and enable a County wide picture to be built that readily identifies strengths, weaknesses and trends across the county.

The documents (Appendix A – FHDC and Appendix B - SEBC) measure current performance and capability against the previous quarter. Sections A – G assess performance. On the left are mandatory requirements and to the right are examples of good or excellent practice. Section H assesses the level of capability.

The issue of the Suffolk Joint Emergency Response Plan (JERP) to replace individual authorities' Major Incident and Emergency Response Plan in November 2011 has moved a significant number of the ratings from AMBER to GREEN.

4. Recommendation

4.1 The Panel is recommended to **NOTE** the Performance and Capability Assessment.

Alan Points, District Emergency Planning Officer,
Suffolk Joint Emergency Planning Unit
Telephone: SEBC (01284) 758461 or FHDC (01638) 719373
Email: alan.points@stedsbc.gov.uk

W:\Democratic WP Services\Committee\Reports\West Suffolk Joint Emergency Planning Panel\2012\12.02.16\C360 Joint
Emergency Planning Unit Performance and Capability Assessment.doc

Forest Heath District Council Civil Contingencies Performance & Capability Assessment

Dated: 31/12/2011

Produced By: Alan Points

This assessment has been produced based upon national guidance for Civil Contingencies that sets out the mandatory requirements needed to meet statutory duties and using guidance on evidencing performance related to Comprehensive Area Assessment.

RAG Criteria

RED	Shortfall against requirement
AMBER	Action in hand to meet requirement
GREEN	Meets All Aspects of Requirement

This assessment process is used by Suffolk Constabulary, Suffolk Fire & Rescue, NHS Suffolk and NHS Great Yarmouth & Waveney to allow the generation of a Suffolk Resilience Forum Assessment which can be used within the area aspect of CAA.

The assessment shows the status of council capability (plans, people and infrastructure) to support emergency response.

This assessment provides:

1. An objective assessment, based upon evidence of activity, of whether the council is meeting the mandatory requirements of the Civil Contingencies Act 2004 - **MUST DO**.
2. A subjective indication of CAA performance for Use of Resources (Business Continuity).
3. An indication of where performance exceeds mandatory requirements/may be deemed better practice. [Normal text in blue indicates areas that should be considered for GOOD practice and green text in italics indicates areas of EXCELLENT practice beyond

PERFORMANCE ASSESSMENT

Mandatory Requirements to Meet CCA 2004

A. Risk Assessment

- 1 Assess Risks
- 2 Consider Risk Types
- 3 Review Risks Assessments
- 4 Use LRA/Threat Assessments
- 5 Cooperate within SRF

Prev Qtr	Current RAG Assessment		Evidence
	Overall	Overall	
			Community Risk Register & WOW process
			Community Risk Register & WOW process
			Community Risk Register & WOW process
			Community Risk Register & WOW process
			Community Risk Register & WOW process

A. Risk Assessment

- 10 Use systematic process
- 13 *Documentary Evidence*
- 14 - 16 *Internal & External collaboration*

Prev Qtr	Current RAG Assessment		Evidence
	Overall	Overall	
			Period review cycle, Risk management toolkits
			CRR and Corporate Risk Register
			Corporate risk to review CRR

B. Council Emergency Response Plan

- 1 Preventative actions
- 1 Control/mitigation actions
- 1 Consequential actions
- 2 Resource requirements
- 3 Voluntary organisations
- 4 Minimum Emergency Plan content
- 5 Emergency Plan Format
- 6 Vulnerable People
- 7 Humanitarian Assistance
- 8 Stakeholder engagement
- 9 Review process
- 10 Activation
- 11 Exercising
- 12 Debrief process
- 13 Training
- 14 Publishing Plans

Prev Qtr	Current RAG Assessment		Evidence
	Overall	Overall	
			Suffolk JERP
			Suffolk JERP
			Link to Legal Agreement & inventories list
			Suffolk Voluntary Organisations Group
			Complies with SRF endorsed format
			Complies with SRF endorsed format
			Suffolk JERP
			Suffolk JERP
			CMT, MT & EP Volunteers
			JERP review procedures in place
			Suffolk JERP
			Ex AVON - Sept 2011
			Ex AVON - Sept 2011
			2010/2011 training dates confirmed
			Suffolk JERP

B. Council Emergency Response Plan

- 15 Plan for many hazards
- 16 Multi-agency planning
- 17 Systematic review process
- 18 Peer review
- 19 Use of Best Practice
- 20 Flexible and Scalable
- 21 Lessons Learnt
- 22 Plan Awareness
- 23 Formal Training/Briefing system
- 24 Link to NOS for Civil Contingencies

		MIERP supports SRF Generic, hazard & site specific plans
		MIERP linked to SRF Generic / Site specific
		Annual review cycle
		JEPU Generic plan review Jun 2010
		Locally developed plans drawn on prevailing guidance
		Legal agreement
		Exercise feedback, peer review
		EPWG, Mgt team, volunteers & website
		MT and ECC/RC Managers briefed on JERP

C. Council Business Continuity Arrangements

- 1 Identify Critical Functions
- 1 Acceptable Level of Service
- 2 Business Impact of risks
- 3 Check Corporate Risk
- 4 Vol. sector service risk
- 5-6 Minimum Business Continuity Plan content
- 7 Continuity incident declaration process
- 8 Identified Corporate Responsibility
- 9 Review process
- 10 Exercising
- 11 Training
- 12 Stakeholder awareness
- 13 Publishing arrangements

Prev Qtr	Current RAG Assessment		Evidence
	Overall	Overall	
			BC Plan v1.6
			BC Plan v1.6
			BC Plan v1.6
			Reviewed by JEPU BCM (2010)
			Low relevance, but needs thought
			Aligned to BS25999 standard.
			BCP v.16
			Corporate Director ownership.
			Ongoing/cyclical review process
			Ex CLYDE - Dec 2011
			Limited, needs more.
			Needs discussion and development.
			BCPs on intranet and extranet.

C. Council Business Continuity Arrangements

- 14 Plan for many hazards
- 15 Alignment with BS 25999
- 16-17 Incorporating BCM into Job Descriptions
- 18 BCM network within organisation - internal & external
- 19-20 *Systematic approach*
- 21 *Learning Lessons*
- 22 *Peer Review*
- 24 *Corporate Policy & Strategy*
- 25 *Use of Best Practice*
- 26 *Formal Training/Briefing system*
- 27 *Link to NOS for Civil Contingencies*

		Covers most hazards in the BIA & ACs
		Standard BCP is aligned
		No evidence for job descriptions
		Limited, needs more work.
		Annual cycle has stopped in 2010/11
		Ex. and incident debriefs held.
		Reviewed by JEPU BCM
		Reviewed in 2009/10
		JEPU provides overview
		Ad Hoc, not a formal process
		Checked NOS criteria, June 2010

D. Communicate with the Public

- 1-4 Publish plans and risk assessments
- 5-6 Consider sensitive information / FOI issues
- 7-9 Public warning and informing process
- 10 Link to national warning and informing schemes
- 11-13 Raise public awareness of risks
- 14 Media arrangements
- 15 Exercising
- 16 Training

Prev Qtr	Current RAG Assessment		Evidence
	Overall	Overall	
			FHDC & SRF websites
			FHDC & SRF Policies applied
			FHDC & SRF websites
			FHDC & SRF websites
			FHDC & SRF websites
			FHDC & SRF link to Communicating in a crisis
			W&I aspects considered during exercises
			RC managers media training

D. Communicate with the Public

- 17 Use of 10 Step Cycle
- 18-21 Publishing targeted information
- 22 Special considerations
- 23 Measuring information campaigns
- 24 Media involved in exercises
- 25 - 26 Reg. and SRF Comms working
- 27-28 Public Access
- 29-30 *Promoting Community Resilience*
- 31 *Good Practice to develop W&I products*
- 32 *Learn lessons*
- 33 *Formal media protocols for warning & informing*
- 34 *Media Strategy*
- 35-36 *SRF Warning & Informing system*

		Media leads linked to SRF communicating in a crisis plan
		Website & promotion of Comm Res at T&P Forums
		EIA applied to published plans
		Community Preparedness spreadsheet
		Ex Mamaragan (internal role play response)
		Comms part of SRF Communicating in a Crisis WG
		Emergency Control Centre, Media leads and Call centre
		Supported Get Prepared now on locally led promotions
		Supporting Z cards, hosting links to SRF websites
		Media leads applied iaw SRF Ci Crisis protocols
		Comms part of SRF Communicating in a Crisis WG
		Media leads attend Communicate Suffolk meetings

E. Business Continuity Promotion

- 1 Provide BCM advice to local business
- 2 Provide BCM advice to local vol orgs
- 3 Minimum content of BC promotion
- 4 Working with EP, economic development & vol org staff
- 5 Provide advice for all hazards
- 6 Use of BCI referral scheme
- 7-8 Cooperation with other local authorities
- 9 Avoid duplication with EP arrangements
- 10 SRF BC Forum
- 11 Cooperation with other partners

Overall	Overall	
		Done by JEPU BCM on SRF website
		Offered in 2009/10, but not taken up.
		No resource to benchmark other counties.
		Mostly good, but not ED or vol orgs.
		Cover specific risks, e.g. Flu, flood.
		Done through the SRF website
		Not proactively done, only NORMIT.
		JEPU dovetail BC and EP programmes.
		Annual cycle of workshops and newsletters
		BC Forum and WOW Meetings

E. Business Continuity Promotion

- 12 Individual business advice
- 13 Targeted approach to BC advice
- 14-15 Individual Vol Org advice
- 16 Use of Consultants
- 17 Charging Regime
- 18 Link with wider SRF BC work
- 19 Policy for BC advice
- 20-21 Maximise use of existing networks
- 22 Learn lessons
- 23 Use of national promotional materials
- 24 Assessed level of BC advice required
- 25-26 Assessed profile of business and vol orgs

		Offered but not taken up.
		Target only specific risks, e.g. flood.
		Offered in 2010/11, but not taken up.
		Where approp' e.g. BC Forum
		It's free!
		BC Forum and WOW Meetings
		Publicised, may need a review.
		Now very little as lost resource
		Only with NORMIT
		Originally, but not since 2008
		Done for businesses, but not vol orgs
		Ad hoc (done in 2007), could do more.

F. Information Sharing

- 1 - 4 Process for requesting and responding to information requests
- 5 - 6 Information safeguarding & confidentiality

Overall	Overall	

F. Information Sharing

- 7 Use of existing information sharing routes
- 9 System for tracking requests

G. Cooperation

- 3 Participate in SRF

Overall	Overall	
		Suffolk Chief Executives Group - Lead CEO

CAPABILITY ASSESSMENT

Plans

- Major Incident Plan
- Business Continuity Plan
- Business Impact Assessment

Current Versic	Current Version	Baseline Requirement	Date of issue
		Suffolk JERP	Jul-06
		BCP v1.6	Feb-10
		BCP v1.6	

People in Civil Contingencies Roles

- CEO
- Gold Executive(s) - vetted
- Emergency Control Centre Manager
- Emergency Control Centre Staff - excludes 4 x maternity leave
- Rest Centre Manager - excludes 1 x maternity leave
- Rest Centre Staff - excludes 2 x maternity leave
- Call Centre Staff
- Corporate Awareness
- Elected Member(s)
- Aims / Atlas Ops
- Key BC Managers / staff
- Comms staff (W&I)

Current Number Trained	Current Number Trained	Baseline Requirement
2	3	CEO + 2 Corporate Directors
1	1	plus 1 trained vetting o/s
4	4	Minimum level as per revised legal agreement - 2
15	13	Minimum level as per revised legal agreement - 12
5	5	Minimum level as per revised legal agreement - 4
25	22	Minimum level as per revised legal agreement - 10
0	0	Shared support service from SEBC
169	169	2010/11 training to deliver 75 staff inc 40 depot staff
1	1	Leader & Member Champion to be trained
15	15	Minimum level 4
1	1	

Infrastructure

- Council Operations Room
- Alternate Council operations Room
- Designated Rest Centres available

Equipment

- Individual Rest Centre packs

Exercises within last Year

Assessment	Assessment	
		AIMS, IT tested Ex AVON - Sept 2010
		SEBC / Newmarket Guineas
6	6	
		ST Johns Cc ST Johns Community Centre, Mildenhall
		Mgt Team TTX May, Ex Mamaragan June, Ex AVON Sept

- Total Volunteers
- Period gain / (loss) in volunteer numbers

49	44	NOTE: 4 staff are ECC and RC X-Trained
	(5)	

St Edmundsbury Borough Council Civil Contingencies Performance & Capability Assessment

Dated: 31/12/11

Produced By: Alan Points

This assessment has been produced based upon national guidance for Civil Contingencies that sets out the mandatory requirements needed to meet statutory duties and using guidance on evidencing performance related to Comprehensive Area Assessment.

RAG Criteria

RED	Shortfall against requirement
AMBER	Action in hand to meet requirement
GREEN	Meets All Aspects of Requirement

This assessment process is used by Suffolk Constabulary, Suffolk Fire & Rescue, NHS Suffolk and NHS Great Yarmouth & Waveney to allow the generation of a Suffolk Resilience Forum Assessment which can be used within the area aspect of CAA.

The assessment shows the status of council capability (plans, people and infrastructure) to support emergency response.

This assessment provides:

1. An objective assessment, based upon evidence of activity, of whether the council is meeting the mandatory requirements of the Civil Contingencies Act 2004 **MUST DO**.
2. A subjective indication of CAA performance for Use of Resources (Business Continuity).
3. An indication of where performance exceeds mandatory requirements/may be deemed better practice. [Normal text in **blue** indicates areas that should be considered for GOOD practice and **green** text in italics indicates areas of EXCELLENT practice beyond

PERFORMANCE ASSESSMENT

Mandatory Requirements to Meet CCA 2004

A. Risk Assessment

- 1 Assess Risks
- 2 Consider Risk Types
- 3 Review Risks Assessments
- 4 Use LRA/Threat Assessments
- 5 Cooperate within SRF

Prev Qtr	Current RAG Assessment		Evidence
	Overall	Overall	
			Community Risk Register & WoW process
			Community Risk Register & WoW process
			Community Risk Register & WoW process
			Community Risk Register & WoW process
			Community Risk Register & WoW process

A. Risk Assessment

- 10 *Use systematic process*
- 13 *Documentary Evidence*
- 14 - 16 *Internal & External collaboration*

B. Council Emergency Response Plan

- 1 Preventative actions
- 1 Control/mitigation actions
- 1 Consequential actions
- 2 Resource requirements
- 3 Voluntary organisations
- 4 Minimum Emergency Plan content
- 5 Emergency Plan Format
- 6 Vulnerable People
- 7 Humanitarian Assistance
- 8 Stakeholder engagement
- 9 Review process
- 10 Activation
- 11 Exercising
- 12 Debrief process
- 13 Training
- 14 Publishing Plans

Prev Qtr	Current RAG Assessment		Evidence
	Overall	Overall	
			Suffolk JERP
			Suffolk JERP
			Suffolk JERP
			Link to Legal Agreement & inventories list
			Suffolk Voluntary Organisations Group
			Complies with SRF endorsed format
			Complies with SRF endorsed format
			Suffolk JERP
			Suffolk JERP
			CMT, MT, EP Volunteers
			JERP review procedure in place
			Suffolk JERP
			Ex BANN (MT TTx) - Dec 2011
			SEPEX III
			Training Schedule
			Suffolk JERP

B. Council Emergency Response Plan

- 15 *Plan for many hazards*
- 16 *Multi-agency planning*
- 17 *Systematic review process*
- 18 *Peer review*
- 19 *Use of Best Practice*
- 20 *Flexible and Scalable*
- 21 *Lessons Learnt*
- 22 *Plan Awareness*
- 23 *Formal Training/Briefing system*
- 24 *Link to NOS for Civil Contingencies*

C. Council Business Continuity Arrangements

- 1 Identify Critical Functions
- 1 Acceptable Level of Service
- 2 Business Impact of risks
- 3 Check Corporate Risk
- 4 Vol. sector service risk
- 5&6 Business Continuity Plan
- 7 Continuity incident declaration process
- 8 Identified Corporate Responsibility
- 9 Review process
- 10 Exercising
- 11 Training
- 12 Stakeholder awareness
- 13 Publishing arrangements

Prev Qtr	Current RAG Assessment		Evidence
	Overall	Overall	
			LINK to Business Impact Assessment
			LINK to Business Impact Assessment
			LINK to Business Impact Assessment
			By JEPU BCM in 2011
			Low relevance, but needs thought
			Aligned to BS25999 standard.
			LINK to Incident Management Plan
			BC Forum & CMT Lead Officer
			Ongoing through quarterly BC Forum
			Ex. Completed for WSH (Phoenix) 2010
			TMT members plus team level briefings
			CMT, MT, TMT and BC Forum members
			BCPs on intranet and extranet.

C. Council Business Continuity Arrangements

- 14 *Plan for many hazards*
- 15 *Alignment with BS 25999*
- 16-17 *Incorporating BCM into Job Descriptions*
- 18 *BCM network within organisation - internal & external*
- 19-20 *Systematic approach*
- 21 *Learning Lessons*
- 22 *Peer Review*
- 24 *Corporate Policy & Strategy*
- 25 *Use of Best Practice*
- 26 *Formal Training/Briefing system*
- 27 *Link to NOS for Civil Contingencies*

D. Communicate with the Public

- 1-4 Publish plans and risk assessments
- 5-6 Consider sensitive information / FOI issues
- 7-9 Public warning and informing process
- 10 Link to national warning and informing schemes
- 11-13 Raise public awareness of risks
- 14 Media arrangements
- 15 Exercising
- 16 Training

Prev Qtr	Current RAG Assessment		Evidence
	Overall	Overall	
			SEBC & SRF websites
			SEBC & SRF Policies applied
			SEBC & SRF websites
			SEBC & SRF websites have links
			SEBC & SRF websites, Comm in a Crisis Plan
			Communicating in a Crisis Plan & LA comms links
			W&I aspects considered during TTXs
			RC managers media training

D. Communicate with the Public

- 17 *Use of 10 Step Cycle*
- 18-21 *Publishing targeted information*
- 22 *Special considerations*
- 23 *Measuring information campaigns*
- 24 *Media involved in exercises*
- 25 - 26 *Reg. and SRF Comms working*
- 27-28 *Public Access*
- 29-30 *Promoting Community Resilience*
- 31 *Good Practice to develop W&I products*
- 32 *Learn lessons*
- 33 *Formal media protocols for warning & informing*
- 34 *Media Strategy*
- 35-36 *SRF Warning & Informing system*

Prev Qtr	Current RAG Assessment		Evidence
	Overall	Overall	
			Period review cycle, Risk management toolkits
			CRR and WoW process (agendas/minutes)
			CRR and WoW process (agendas/minutes)

Prev Qtr	Current RAG Assessment		Evidence
	Overall	Overall	
			JERP supports SRF Generic, hazard & site specific plans
			JERP linked to SRF Generic / Site specific
			Annual review cycle
			JEPU Generic plan review Jun 2010
			Locally developed plans drawn on prevailing guidance
			Legal agreement
			Exercise feedback, peer review
			CMT, MT, EP Volunteers & Key Members
			Training Schedule
			N/A
			N/A
			Focus on management, members & EP Volunteers

Prev Qtr	Current RAG Assessment		Evidence
	Overall	Overall	
			Covers most hazards in the BIA & ACs
			Standard BCP is aligned
			No evidence for job descriptions
			BC Forum setup, meeting quarterly
			Ongoing through BCF, Annual Workplan in place
			Ex. and incident debriefs held.
			Limited - JEPU BCM reviews
			Ongoing review through BCF & Annual Workplan
			JEPU provides overview
			Ad Hoc, not a formal process
			Checked NOS criteria, June 2010

Prev Qtr	Current RAG Assessment		Evidence
	Overall	Overall	
			Media leads linked to SRF communicating in a crisis plan
			SEBC & SRF websites, Comms in a Crisis Plan
			EIA applied to published plans?
			Community Preparedness spreadsheet
			No external Media involvement in exercises
			Comms part of SRF Communicating in a Crisis WG
			Emergency Control Centre, Media leads and Call centre
			Supported Get Prepared now on locally led promotions
			Supporting Z cards, hosting links to SRF websites
			iterative - Get Prepared Now campaign
			SRF Communicating in a Crisis Plan
			Comms part of SRF Communicating in a Crisis WG
			Media leads attend Communicate Suffolk meetings

E. Business Continuity Promotion

- 1 Provide BCM advice to local business
- 2 Provide BCM advice to local vol orgs
- 3 Minimum content of BC promotion
- 4 Working with EP, economic development & vol org staff
- 5 Provide advice for all hazards
- 6 Use of BCI referral scheme
- 7 - 8 Cooperation with other local authorities
- 9 Avoid duplication with EP arrangements
- 10 SRF BC Forum
- 11 Cooperation with other partners

Overall	Overall	
		Done by JEPU BCM on SRF website
		Offered in 2009/10, but not taken up.
		No resource to benchmark other counties.
		Mostly good, but not ED or vol orgs.
		Cover specific risks, e.g. Flu, flood.
		Done through the SRF website
		Not proactively done, only NORMIT.
		JEPU dovetail BC and EP programmes.
		Annual cycle of workshops and newsletters
		BC Forum and WOW Meetings

E. Business Continuity Promotion

- 12 Individual business advice
- 13 Targeted approach to BC advice
- 14-15 Individual Vol Org advice
- 16 Use of Consultants
- 17 Charging Regime
- 18 Link with wider SRF BC work
- 19 Policy for BC advice
- 20 - 21 Maximise use of existing networks
- 22 Learn lessons
- 23 Use of national promotional materials
- 24 Assessed level of BC advice required
- 25 - 26 Assessed profile of business and vol orgs

Overall	Overall	
		Offered but not taken up.
		Target only specific risks, e.g. flood.
		Offered in 2010/11, but not taken up.
		Where approp' e.g. BC Forum
		It's free!
		BC Forum and WOW Meetings
		Publicised, may need a review.
		Now very little as lost resource
		Only with NORMIT
		Originally, but not since 2008
		Done for businesses, but not vol orgs
		Ad hoc (done in 2007), could do more.

- 1 - 4 Process for requesting and responding to information requests
- 5 - 6 Information safeguarding & confidentiality

		SRF WGs and WoW process
		Restricted/Redacted documents, GCSx email

- 7 Use of existing information sharing routes
- 9 System for tracking requests

G. Cooperation

- 3 Participate in SRF

Overall	Overall	
		Suffolk Chief Executives Group - Lead CEO

CAPABILITY ASSESSMENT

Plans

- Major Incident Plan
- Business Continuity Plan
- Business Impact Assessment

Current Version	Current Version	Evidence	Date of issue
		Suffolk JERP	Jul-06
		LINK to Incident Management Plan	Jun-11
		LINK to Business Impact Assessment	Jun-11

People in Civil Contingencies Roles

- CEO & Corporate Directors
- Gold Executive(s) - vetted
- Emergency Control Centre Manager
- Emergency Control Centre Staff
- Rest Centre Manager
- Rest Centre Staff
- Call Centre Staff
- Corporate Awareness
- Elected Member(s)
- Aims / Atlas Ops
- Key BC Managers / staff
- Comms staff (W&I)

Current Number Trained	Current Number Trained	Baseline Requirement/Comment	Infrastructure
2	2	2 * CD tarined, CEO booked for Q2/2012	
2	2	2 * CDs	
4	4	Minimum level as per revised legal agreement - 2	Council Operations Room
17	15	Minimum level as per revised legal agreement - 12	Alternate Council operations Room
7	7	Minimum level as per revised legal agreement - 4	Designated Rest Centres available
21	20	Minimum level as per revised legal agreement - 10	
8	8		Equipment
N/A	N/A	Induction Only	Individual Rest Centre packs
10	10	Leader and PH - To Be Trained	
12	12	Minimum level 4	Exercises within last Year
1	1		

- Total Volunteers
- Period gain / (loss) in volunteer numbers

57	54	NOTE: 7 staff are RC and ECC X-Trained
#VALUE!	(3)	NOTE: 3 staff are CC & ECC/RC X-Trained

Assessment	Assessment	
13	13	LINK

250	250	Depot EP Store/Haverhill Offices
-----	-----	----------------------------------

[28th January 2010](#)

Ex BANN (MT TTx) - Dec 2011