

# Resilience Strategy

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This strategy was approved by MDDC Leadership Team and CMT in April and noted at the Community PCG in June 2024.

## Introduction

Mid Devon District Council is required by the Civil Contingencies Act 2004 as a Tier 1 organisation to be prepared for a range of different emergencies and business disruptions. Integral to this is the validation and testing of plans to ensure business continuity solutions and response structures reflect the needs of the council and community, and that plans are current, accurate, effective and complete.

This Resilience Strategy has been created to:

1. Ensure effective consideration of risks that may impact on the council and its communities
2. Improve the resilience of council operations, systems, and processes to operate in the event of an incident or emergency
3. Encourage greater resilience in the council and its Communities
4. Meet council responsibilities as a category 1 responder in relation to emergency planning, and business continuity, including dealing with an emergency or incident

This strategy also links into the council's approach to addressing Climate Change, including reducing the amount of Carbon issued (mitigation) and preparing for more extreme weather and climatic events (adaptation).

To ensure the Mid Devon District Council (MDDC) can fulfil its requirements of the civil contingencies legislation and provide resilient services there are a number of plans that work in conjunction with each other. This strategy sets out the framework that MDDC uses to meet its statutory requirements as well as remaining resilient as an organisation. This strategy should be read in conjunction with the plans identified within this document as it is the combination of these plans and does not function in isolation.

Within the Civil Contingencies Act 2004 there are seven key areas that are statutory for MDDC as a Category 1 responder: Co-operation, Information Sharing, Assessing the Risk of Emergencies, Emergency Planning, Business Continuity Management, Warning and Informing, Business Continuity Advice to Business.

The resilience strategy was created to give a robust framework that, if followed, would provide a high level of resilience for both our statutory category 1 responsibilities and responding to internal incidents that could impact on one of more service areas.

The overall strategy as seen in the diagram on page 4 comprised of four main areas; Risk Management, Preparedness, Core Plans and Supporting Plans. Each area provides a different purpose and each if completed will provide a holistic and agile suite of plans to ensure MDDC is able to adequately respond to incidents and emergencies.

### Emergency Planning

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“Emergency planning is at the heart of the civil protection duty on Category 1 responders. The Act requires Category 1 responders to maintain plans for preventing emergencies; reducing, controlling or mitigating the effects of emergencies in both the response and recovery phases; and taking other action in the event of emergencies”<sup>1</sup>

#### **What is an “Emergency” and what to do?**

“An event or situation which threatens serious damage to human welfare, the environment or national security in a place in the UK”

When an Emergency requires a multi-agency response a “Major Incident” is declared and the agencies come together to identify, assess and respond. A Major Incident is “an event or situation with a range of serious consequences which requires special arrangements to be implemented by one or more emergency responder agency.” Any Category 1 agency can call a “Major Incident” however it is the Police service that calls the multi-agency response. If you are unsure if an event meets the “Major Incident” criteria, call the LRF Office on 01392 226469. If a major incident has occurred, call 999.

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<sup>1</sup> Cabinet Office, Revision to Emergency Preparedness

**Once a “Major Incident” has been declared, follow the Mid Devon District Councils Emergency Plan found on the Emergency Planning Microsoft Teams Team or printed in various locations found on page 9.**

## **Business Continuity Planning**

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“Business Continuity Management (BCM) is about identifying those parts of your organisation that you can’t afford to lose – such as information, stock, premises, staff – and planning how to maintain these, if an incident occurs”<sup>2</sup>

Emergency and Business Continuity Plans are paramount for MDDC to navigate unforeseen disruptions and events. These plans serve as lifelines during crises mitigating risks, safeguarding assets and people whilst maintaining essential functions. By anticipating various scenarios these plans also aim to minimize downtime and financial losses. As a landlord to 3,000 tenants alongside providing vital services, MDDC has a duty to ensure our service areas are functioning to a sufficient standard and if stopped are recovered as quickly and efficiently as possible. BCP’s foster confidence among, our communities and councillors showcasing our organization’s commitment to preparedness and stability. Ultimately, these plans are not just documents; they represent a proactive approach to preserving the integrity and sustainability of the council.

Business Continuity Plans are internal plans held by each individual service area owner. These can be activated and used whenever that service area is effected by an event/incident to ensure that the core services remain functional and normal services are resumed as quickly as possible. If the event or incident is significant enough and you require assistance from other Category 1 responders it can be escalated to the emergency plan. The Emergency Plan is a single plan that covers the entirety of MDDC and when stood up will bring together all Category 1 responders to assist in the response and recovery of that event. If you are experiencing an incident or event that causes your service area to stand up their business continuity plan, ensure that the Corporate Management Team (CMT) are aware of this. If you believe that it should be escalated to the emergency plan, contact the on-call Emergency Officer.

## **Partnership Working:**

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Local Resilience Forums (LRF) are groups of representatives of Category 1, 2 and specialist organisations in a geographical area. MDDC is part of the Devon, Cornwall and Isles of Scilly LRF which functions to prepare and support the response to major incidents and emergencies. If a major incident is declared a representative of MDDC would attend that Tactical/Strategic Coordination Group (TCG/SCG). MDDC have an on-call rota which can be found in the Out of Hours Service Teams site. The MDDC Emergency Plan specifically sets out the process for working with the LRF to follow the JESIP principles of: Collocate, communicate, co-ordinate, jointly understand risk and shared situational awareness.

The LRF maintains a Community Risk Register which lists hazards that are a potential risk to those in the area. This informs the councils own Community Risk Register which is focused on risks local to Mid Devon.

The Council is also a partner of the Devon Climate Emergency Partnership. The Partnerships Climate Task Force is operating to maintain and implement the Climate Adaptation Strategy (and the Devon Carbon Plan). A Climate Adaptation Plan lists the key areas for partners to concentrate on to make sectors more resilient.

MDDC is also part of the Devon Emergency Planning Partnership (DEPP), formed of the District Councils and Devon County Council. The aim of DEPP is:

1. To work collaboratively, decreasing workload and assisting Devon communities to be more resilient. Most districts do not have a dedicated Emergency Planner so by working collaboratively the group are able to produce higher quality plans at a higher quantity.
2. There is a mutual aid agreement which allows any member to request additional resources during an emergency that can then be charged back at a standard rate. The Emergency Plan used by MDDC is from a DEPP template so that if the council required additional support from another Emergency Planner they would immediately be familiar with the structure and content of the Emergency Plan.

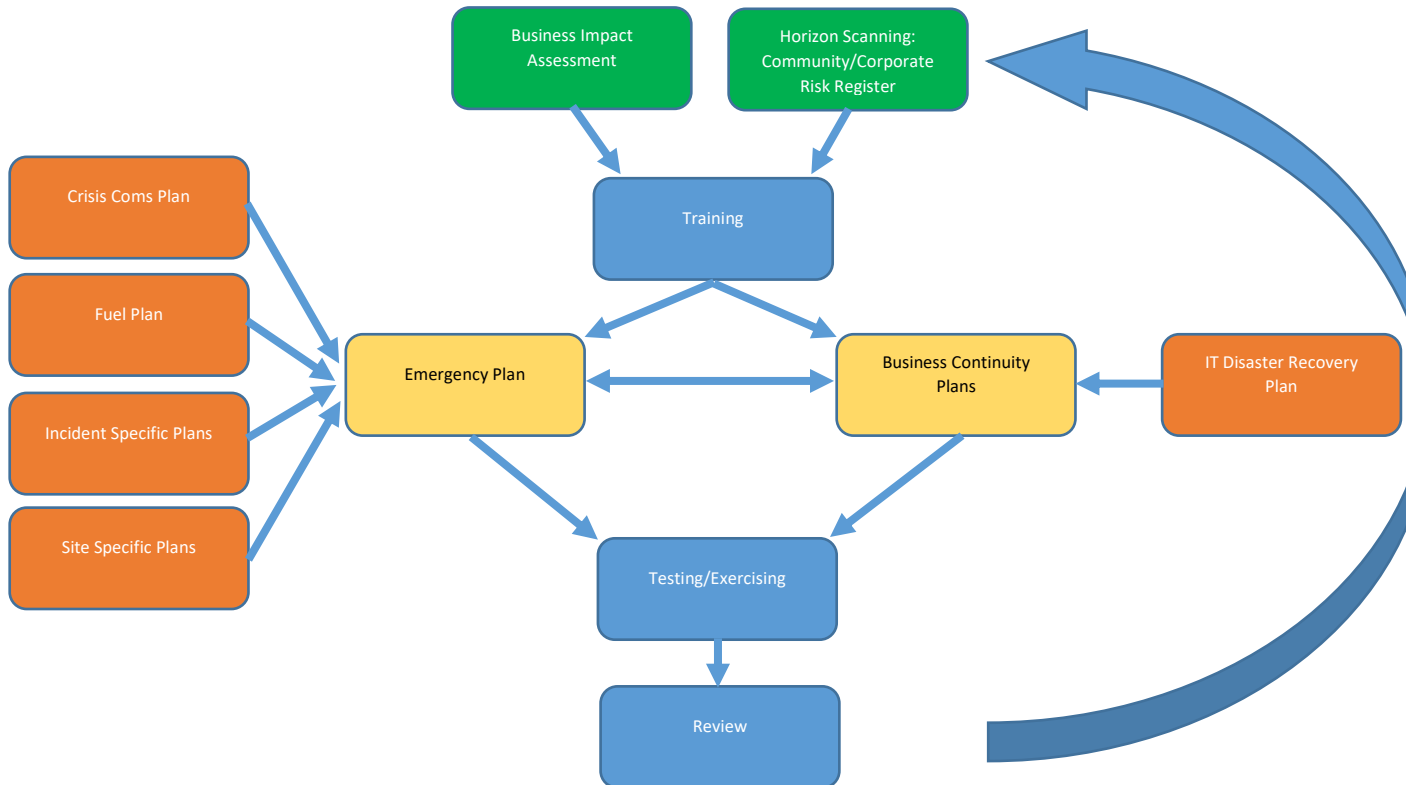
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<sup>2</sup> HM Government, Business Continuity Management Toolkit

## Risk Management (Page 4)

**Business Impact Assessment:** Is an assessment carried out on a three year bases to identify what services are most critical to MDDC. This will feed heavily into the BCP's and the IT Disaster Recovery Plan to ensure the most crucial services are maintained across the organisation or if down are the first to recover.

**Horizon Scanning:** This will ensure that MDDC is agile and proactively planning for risks. These risks will be informed by the National Risk Register and LRF Community Risk Register. MDDC will maintain a Corporate Risk Register (Corporate Performance and Improvement Manager) and a Community Risk Register (Resilience Officer).



## Supporting Plans (Page 10)

These plans are written and maintained by different service leads but each feeds directly into both the EP and BCP's and focus on horizontal risks that effect multiple service areas.

## Core Plans (Page 9)

These plans are the core plans to meet our statutory requirements as set out in the Civil Contingency's Act and ensure the resilience of MDDC. The details of these plans are throughout the resilience strategy.

The BCP's must work alongside the Emergency Plan and ensure that MDDC do not compromise our ability to assist a multi-agency response. Business Continuity issues may be significant enough to declare an emergency.

## Preparedness (Page 12)

**Training:** Training will align to the DEPP competency framework

**Testing/Exercising and Review:** Tests/Exercises will be completed on regular intervals. These will ensure they are fit for purpose, identify improvements and test how the supporting plans feed into the core plans. This includes reviews which take place at regular intervals or after a test, training or actual incident to allow for continual improvement.

## Overall Ownership

Name of plan	Responsible for review/update	Senior Owner	Relevant Member
Business Impact Assessment	Resilience Officer	Head of Housing & Health	Community & Leisure
Community Risk Register	Resilience Officer	Head of Housing & Health	Community & Leisure
Corporate Risk Register	Corporate Performance and Improvement Manager	Head of People, Performance & Waste	Leader
Emergency Plan	Resilience Officer	Head of Housing & Health	Community & Leisure
Business Continuity Plans	Individual Service Managers and Operational Leads	Corporate Management Team (CMT)	All Cabinet
EP & BCP Training Plan	Resilience Officer	Head of Housing & Health	Community & Leisure
EP & BCP Testing Plan	Resilience Officer	Head of Housing & Health	Community & Leisure
IT Disaster Recovery Plan	ICT Operations Manager	Head of Digital Transformation & Customer Engagement	Working Environment
Crisis Comms Plan	Communications and Engagement Manager	Head of Digital Transformation & Customer Engagement	Working Environment
Fuel Plan	CMT for Waste and Recycling	Head of People, Performance & Waste	Environment & Services
Incident Specific Plans	Differs depending on incident	Differs depending on incident	
Site Specific Plans	Differs depending on site	Differs depending on site	

## Roles within MDDC

### Strategic/Gold:

The Strategic group are represented at MDDC by the leadership team and CEO. They will attend any Strategic Coordination Groups (SCG) if required and ultimately make the larger strategic decisions during an emergency.

- Attend the Strategic Coordination Group
- Create the overall strategic aims/plans which are disseminated to the TCG to complete
- Coordinate with the TCG if any decisions are different from those set out within the already established Emergency Plan
- Strategic group deal with strategy and policy and are **not** responsible for tactical or operational decisions
- Agree and allocate spending over £20,000 during an emergency

Triggers:

- An emergency that has called for an SCG to be called (this **should not** be given to a delegated authority)
- An incident in which a BCP has been activated in which there is potential financial or reputational damages to either the council, members or local community (this can be given to a delegated authority in the Tactical Group if required).

More specific guidance for the Strategic level employees including draft meeting agendas/templates can be found on the Emergency Planning Teams site.

### Tactical/Silver:

The Tactical group are represented by the five members of the CMT plus the Resilience Officer. These six individuals are on a six week rolling on-call rota and will be the first contact should an emergency be declared by the LRF. They will attend any Pre-Event Assessment Teleconference (PEAT) and Tactical Coordination Groups.

- Attend Pre-Event Assessment Teleconference (PEAT) and Tactical Coordination Group (TCG)
- Report on progress and situational updates to the Strategic Coordination Group (SCG)
- Make the tactical decisions of how MDDC are responding to an emergency in line with the overall plan/strategy created by the SCG.
- Coordinate and disseminate tactical information to operational leads to complete
- Stand up/down additional cells to support the TCG (or recommend to SCG if applicable)
- Agree and allocate spending under £20,000 during an emergency

Triggers:

- A TCG is called
- A BCP has been used

More specific guidance for the Tactical level employees including draft meeting agendas/templates can be found on the Emergency Planning Teams site.

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### Resilience Officer:

MDDC has a full time role dedicated to Emergency Planning and Business Continuity Planning. Although not directly responsible for those plans, they are able to assist in the production/updating of these plans and will ensure that the relevant employees have the correct training to fulfil their roles. The Resilience Officer has ownership of the Resilience Strategy and so has responsibility to ensure that the roles identified within the strategy understand and follow the strategy. They will also assist both the Tactical and Strategic roles during an emergency.

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### Volunteer:

Volunteers are a key aspect to MDDC for both the response and recovery phases of an emergency. Unlike the roles above these are not within the officer's job description and are able to opt in/opt out as applicable in addition to their MDDC role. These roles are vital in an emergency and the Resilience Officer will keep a list of volunteers signed up and will aim to ensure a minimum number are available at any given time. Although not directly within the job description, TOIL will be given to any employee that works on a voluntary role outside of their usual work hours. These voluntary roles can include:

- **Rest Centre Staff:** Able to attend a local rest centre if stood up during an emergency. Rest Centres are rarely stood up but if they are they are temporary accommodation for up to 72hrs following an emergency for a large group of displaced people (50+). The voluntary role includes assisting with the preparing of the site, reception duties and care of the displaced people.
- **Loggists:** During an emergency it is vital that decisions are logged including their rationale in the event that they are questioned, require reviewing or in the event of an inquiry. Due to the high stress and fast paced nature of an emergency it is not always possible for a member of the tactical or strategic groups to take these minutes/logs especially in larger meetings. Because of this, loggists work alongside these individuals to ensure decisions are captured.

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### Members:

Our elected members have a role within incidents and emergency as a way to directly engage and communicate with our local communities. Members are able to contact the emergency planning e-mail during an emergency. In addition information will be sent out to Members in an emergency. Members should be informed of emergencies within their area following guidance from the Warning and Informing cell and in line with our Crisis Communications Plan.

# Risk Management

## Business Impact Assessment

**Ownership:** The Business Impact Assessment will be carried out by the CMT and selected Leadership Team representatives and facilitated by the Resilience Officer. This will ensure that all service areas are being reviewed in totality and not in isolation.

### Triggers:

The Business Impact Assessment will be used;

- When writing/reviewing/updating business continuity plans
- To identify gaps/high risk areas for externally facilitated testing

The Business Impact Assessment will be updated

- When there is a significant change to a business area in terms of risk/importance
- After an annual review has identified a need to update
- Every three years if not updated due to a factor detailed above
- In response to lessons learnt from a test, incident or audit

**Maintenance/Review:** It is the responsibility of the CMT or relevant member of Leadership Team to ensure that the Business Impact Assessment is maintained and reviewed/updated according to the triggers above.

A review will be carried out annually facilitated by the Resilience Officer to check that the assessment is still applicable however an update may not be required.

The Business Impact Assessment will be held as a digital file only, stored on the Emergency Planning Teams Site as it is not a document that will be used in an emergency. It is the plans created from the outcome of the Business Impact Assessment that should be used during an incident.

## Community Risk Register

**Ownership:** The Community Risk Register is owned and maintained by the Resilience Officer supported by the CMT and the Corporate Performance and Improvement Manager. It is an internal register detailing serious risks specifically for Mid Devon (the community as well as the council) that could result in an emergency. An emergency is defined as an event or situation that threatens serious damage to human welfare, the environment or security.

### Triggers:

The Community Risk Register will be used;

- To inform other plans such as business continuity plans
- To identify and manage risks that affect Mid Devon
- To identify gaps/high risk areas for externally facilitated testing

The Community Risk Register will be updated;

- As a live document meaning updates can happen whenever a new risk is identified or the likelihood/impact changes
- After an annual review has identified a need to update
- In response to lessons learnt from a test, incident or audit

**Maintenance/Review:** The overall maintenance of the Community Risk Register is the responsibility of the Resilience Officer however, each individual risk will have an assigned owner relating to that risk who will be responsible for keeping their individual risk up to date. The document will be live and risks can be changed as

and when appropriate. However there will be a formal review annually to check the information stored within the Community Risk Register is up to date and relevant.

## Corporate Risk Register

**Ownership:** The CRR is owned by the Corporate Performance and Improvement Manager with support from CMT/Service Area Managers responsible for certain risks.

### Triggers:

The Corporate Risk Register will be used;

- To inform other plans such as Business Continuity Plans
- To identify and manage corporate risks
- To identify gaps/high risk areas for externally facilitated testing

The Corporate Risk Register will be updated;

- As a live document meaning updates can happen when ever a new risk is identified or the likelihood/impact changes
- After a quarterly formal review
- In response to lessons learnt from a test, incident or audit
- Annually

**Maintenance/Review:** The Corporate Risk Register (CRR) is a live document which is maintained by the Corporate Performance and Improvement Manager. However each individual risk will have an assigned owner relating to that risk who will be responsible for keeping their individual risk up to date. The CRR is a live document however undergoes a formal review every quarter and a formal update annually alongside the National Risk Register.



# Core Plans

## Emergency Plan

**Ownership:** The ultimate ownership of the Emergency Plan is the CEO as the plan details MDDC processes, procedures and contacts during an emergency to fulfil our duty as Category 1 responders and to respond efficiently/effectively. The Resilience Officer has day to day oversight of the Emergency Plan.

**Triggers:** The Emergency Plan will be used;

- In the event of an emergency or major incident is declared. An emergency is defined as an event or situation which threatens serious damage to human welfare, environment or security.

The Emergency Plan will be updated;

- When key contacts have changed
- When any aspect of the process has changed
- After an annual formal review
- At the request of the Devon Emergency Partnership or the LRF
- In response to lessons learnt from a test, incident or audit

**If there is a major incident which has not been identified or cascaded through the LRF the on-call members of the tactical group should call the LRF Office on 01392 226469 and if risk to life should call 999.**

**Cascade:** If a PEAT, TCG or SCG is called there will be an immediate call and e-mail from “OpLink” to each member of the CMT.

The CMT will then communicate through the Emergency Planning WhatsApp group. This is a group consisting of the Leadership Team (Strategic), CMT (Tactical) and the Resilience Officer. This communication will;

- Inform the leadership team and resilience officer (as they are not contacted by Op Link, although may still be contacted via e-mail directly from Resilience Direct)
- Confirm that the member of the CMT who is on-call is able to attend. If unable to attend a replacement **must** be arranged. It is suggested that this will always be a member of the CMT, Leadership Team or the Resilience Officer as these are the roles with the training and competence to do so.

Led by the actions from the TCG/SCG communication will continue to cascade from the on call CMT member and any information specific to areas MDDC will be completed directly from the on call CMT or cascaded down through the other members of the CMT.

**Maintenance/Review:** It is the responsibility of the Resilience Officer to ensure that the Emergency Plan is up to date and fit for purpose. Although the template is created by DEPP there are sections specific to the district which need to be updated and reviewed by the Resilience Officer on an annual basis.

The Emergency Plan will be available on the “Emergency Planning” team on Microsoft Teams. There will be 20 printed copies which will be stored at:

- 1 Copy held by the Resilience Officer (Phoenix House)
- 9 Copies held each member of the CMT and Leadership Team (Phoenix House)
- 1 Copy held by the Communications Team (Phoenix House)
- 1 Copy held in the Grab Bag in Phoenix House (1<sup>st</sup> Floor by Public Health)
- 1 Copy held in the Grab Back at the Old Road Depot
- 1 Copy held by the Leader of the Council (Leaders Office, Phoenix House)
- 1 Copy held by the Cabinet member for Community & Leisure (Members Room, Phoenix House)
- 3 Copies held at each Leisure Centre
- 2 Copies held at Carlu and Hitchcocks

## Business Continuity Plans

**Ownership:** Business Continuity Plans are the responsibility of each Service Area Manager and should be reviewed by the relevant member of the CMT and the Resilience Officer. Below is a full list of service areas that maintains a Business Continuity Plan and the owner.

Business Area	Owner
Communications	Communications and Engagement Manager
Corporate Property and Commercial Assets	Contracts and Services Manager
Customer First	Customer Service Manger
Finance and Procurement	Head of Finance, Property & Climate Resilience
Governance	Director of Legal, HR and Governance
Human Resources	Operations Manager for Human Resources
ICT	CT Operations Manager
Legal and Land Charges	Operations Manager for Legal Services
Leisure	Leisure Business Manager
Member Services	Democratic Services Manager
Planning and Economic Regeneration	Development Management Manager
Revenues and Benefits	Operations Manager for Revenues and Benefits
Street Scene	Ops Manager for Street Scene and Open Spaces
Public Health and Housing Operations	Ops Manager for Public Health
Elections	Electoral Services Manager
Building Services	Operations Manager for Building Services
Housing	Operations Manager Housing Services
Emergency Planning	Resilience Officer

**Cascade:** If a Business Continuity Plan is used, the service area manager should inform their relevant CMT along with the on-call tactical group member as per the on-call rota. That member of CMT can then communicate this with the other members of the CMT.

**Triggers:** A business continuity plan will be used;

- If an event has the potential or has caused a service area to be unable to fulfil its usual operations

A Business Continuity Plan will be updated;

- If there are any significant changes to the service area in question including staff/organisational
- If a risk identified (i.e. in CRR) has changed significantly (i.e. become more likely/more impact potential)
- After an annual formal review
- In response to lessons learnt from a test, incident or audit
- To reflect changes to suppliers, contractual arrangements or ICT Systems
- To reflect changes in business objectives and processes

**If the BCP incident is classed as an emergency which requires a multi-agency response the on-call member of the tactical group should call the LRF Office on 01392 226469 and if risk to life should call 999.**

**Maintenance/Review:** It is the responsibility of the Business Continuity Plan owner to update and maintain the plans on an annual basis in line with the activity schedule held on the Emergency Planning Microsoft Teams Team.

**Plan Owners/Teams should consider the following when reviewing plans;**

1. Review what has changed since the last update (triggers above).
2. Identify and agree if any changes need to be made to specific elements.
3. Analyse the impact of any changes (e.g. impact on timeframes - MTPD's or cost implication)
4. Identify any parties that may be impacted of these changes and advise them.
5. Identify additional requirements for training, exercising or communications.
6. If plans and documents have changes, distribute new version and save as appropriate.
7. Identify the date for undertaking the next planned maintenance review.

## Supporting Plans

Supporting plans are additional plans that are specific for Mid Devon District Council which cover specific incidents, scenarios and locations. Below is a list of the identified supporting plans and the owner responsible for the maintenance and review of these plans. More detail on each plan including triggers and Maintenance plans can be found in the “Supporting Plans” folder on the Emergency Planning Microsoft Teams Team.

Type	Name	Owner
Scenario Plans	IT Disaster Recovery Plan	Head of Digital Transformation & Customer Engagement
	Crisis Communications Plan	Head of Digital Transformation & Customer Engagement
	Fuel Plan	Head of People, Performance & Waste
Incident Plans	Minor Injuries/Incidents	Health and Safety Officer
	Major First Aid Emergencies	Health and Safety Officer
	Head Injuries	Health and Safety Officer
	Fire & Evacuation	Leisure Business Manager
	Power & Structural Failure	Leisure Business Manager
	Dealing with Blood, Vomit & Faeces	Leisure Business Manager
	Overcrowding	Leisure Business Manager
	Disorderly Behaviour	Leisure Business Manager
	Bomb Threat	Customer Service Manager
	Robbery	Leisure Business Manager
	COSHH Incidents ( <i>Toxic Gas Emissions &amp; Chemical Spillage</i> )	Health and Safety Officer
	Lost Children	Leisure Business Manager
	Serious Injury to Bather ( <i>Exe Valley &amp; Lords Meadow only</i> )	Leisure Business Manager
	Discovery of Casualty in Water ( <i>Exe Valley &amp; Lords Meadow only</i> )	Leisure Business Manager
	Removal of Casualty with a Suspected Spinal Injury ( <i>Exe Valley &amp; Lords Meadow only</i> )	Leisure Business Manager
	Dosing System Failure ( <i>Exe Valley &amp; Lords Meadow only</i> )	Leisure Business Manager
	Lift Failure ( <i>Lords Meadow only</i> )	Leisure Business Manager
	Housing Emergency Evacuation and Accommodation Plan	CMT for Housing
	Street Scene EAP	Operations Manager for Street Scene and Open Spaces
	Depot fire	Operations Manager for Street Scene and Open Spaces
	Intruder alarm	Operations Manager for Street Scene and Open Spaces
	WTS – Dust	Operations Manager for Street Scene Services
	WTS – Leaks & spillages	Operations Manager for Street Scene Services
WTS – Non-conformance waste	Operations Manager for Street Scene Services	
WTS – Vehicle fires	Operations Manager for Street Scene Services	
WTS – Odour	Operations Manager for Street Scene Services	
Site Plans	Phoenix House EAP	Health and Safety Officer
	Pannier Market EAP	Health and Safety Officer
	Old Road Depot EAP	Operations Manager for Building Services
	Culm Valley Sports Centre	Leisure Business Manager
	Exe Valley Leisure Centre	Leisure Business Manager
	Lords Meadow Leisure Centre	Leisure Business Manager
	Carlu	Operations Manager for Street Scene and Open Spaces
	Carlu Environmental Management Plan	Operations Manager for Street Scene Services

## Community Plans

MDDC has a role in building resilience in the local community which it will do so through a few avenues.

- Using Community Risk Register to identify and plan for risks specific for the local community
- Where possible create useful resources and signposting for our local communities to become more resilient. These can then be published on the website or other forms of media. E.g. Flood Guide
- Work with local Towns and Parish’s to identify their local risks and if possible assist in the promotion and creation of community emergency plans in partnership with Devon Communities Together.
- Assist local businesses to create their own Business Continuity Plans
- Communicate to the community during an incident/emergency as detailed within the Crisis Comms plan.

# Preparedness

## Testing

This section sets out the councils approach to testing, exercising and reviewing Mid Devon District Councils (MDDC's) testing/exercising arrangements, to ensure the council maintains a good level of preparedness as required by the Civil Contingencies Act 2004.

Validation is achieved through three activities

1. **Exercising:** A process to train for, test, assess, practise and improve the business continuity capability of Mid Devon District Council.
2. **Maintenance:** A process to ensure that the organisations business continuity arrangements and plans are kept up to date, and operationally ready to respond.
3. **Review:** A process for assessing the suitability, adequacy and effectiveness of the business continuity programme and identifying opportunities for improvement.

**Where practicable the validating of plans will incorporate supporting plans to improve them and to test the interoperability of these plans.**

**There are three different variances on how testing can be delivered**

1. **Team Based:** This is led by the service level manager using one of the pre-made tests within the MDDC Testing Playbook. This type of testing does not include the resilience officer however the outcomes of which will be shared. These tests can vary in size from a few hours to a full day and can vary in size dependent on resource availability.
2. **Facilitated:** This is led by the Resilience Officer with a specific service area. This is to ensure that areas are focusing on key gaps and also provide a more holistic view given by the resilience officer. These tests are usually longer (half day-full day) and often focused on a wider number of team members.
3. **Externally Facilitated:** This is led by an external company/group focused on an identified area of weakness or importance. These are organised by the identified service area CMT manager with support of the Resilience Officer.

## Testing Schedule

- Each service area will complete at least one **Team Based or Facilitated** test for their Business Continuity Plan **biannually**
- Up to **three externally facilitated** tests will be completed per year as appropriate across the service areas applicable. These will be selected from identified areas of weakness or importance. This identification can come directly from Leadership/CMT, or be identified within the Business Impact Assessment, Business Continuity Plans or the Corporate/Community Risk Register.

**Maintenance:** The responsibility for the maintenance of plans sits with the plans owner as detailed on page 5, 10 and 11. Maintenance refers to keeping plans up to date and accurate. This ensures MDDC remains ready to respond to, and manage the impacts from incidents effectively.

**Review:** The purpose of the review process is to evaluate the plans and processes for continuing suitability, adequacy and effectiveness.

Mid Devon District Council will undergo the following reviews at planned intervals as set out in the activity schedule which can be found on the Emergency Planning Microsoft Teams Team;

- **Formal audit:** Audit of the Business Continuity Service conducted by the Devon District Audit Partnership to ensure the council is conforming to the organisations governance policies and legal and regulatory requirements.
- **Self-assessment:** Review conducted by managers/ plan owners of their teams business continuity arrangements. Purpose of self-assessment reviews is to identify areas for improvement and should be carried out between audits and after the activation of BC plans.

- **Supplier performance:** A review of key suppliers (those identified on the councils priority list) business continuity arrangements. To be conducted during annual review of service resumption plans for priority functions.
- **Management review:** a review conducted by senior management of the organisations business continuity programme to ensure it aligns with organisational objectives.
- **Lessons Learnt:** when a test/exercise is completed or if the plans have been used for a live incident, it is important to review how well those plans fulfilled MDDC’s requirements and note any learning both positive and negative which can then be updated in the plans. The Resilience Officer should be notified of all lessons learnt which will be captured centrally on the “Emergency Planning” Microsoft Teams Team for corporate oversight and shared learning.

## Training

As a member of the Devon District Emergency Planning Partnership there is an expectation that a minimum standard of training is met by individuals who have certain roles during an incident response or recovery.

The purpose of training staff is to ensure suitably qualified and experienced and empowered personnel are responding to incidents. All personnel involved in an incident may be required to call on the evidence of training and exercising to support their rationale for decisions and actions during an inquiry.

A robust audit trail of attendance and participation in training and exercising will be maintained by the Emergency Planning Officer to ensure we are meeting our agreement with the Devon District Emergency Planning Partnership and the Local Resilience Forum.

All training relating to this strategy will be kept on the Learning Hub, monitored by the Resilience Officer. Each link on learning hub will detail when it needs to be completed and how to complete it as the type of training varies from online e-learning to face to face. It is the individual’s responsibility to ensure they are trained on the modules assigned to them however this will be monitored by the Resilience Officer who has overall responsibility for the assigning and communicating of this training. Overall training compliance will be monitored by an annual review conducted by the Resilience Officer and presented to the Strategic Group in line with the Emergency Planning KPI’s.

Mid Devon District Council will follow the “Competency Framework” created by DEPP for its employees. The following table identifies the roles and training required along with the duration of the training and when the training must be redone/updated.

Name	Who	Takes place	Type of Training
<b>Business Continuity Management</b>	• Service Level Managers	Annually	E-Learning
	• Resilience Officer	Three Years	Online Course with EPC
<b>Emergencies on Trial</b>	• Leadership Team • CMT • Resilience Officer	Three Years	Online or Face to Face (additional travel/hotel cost)
<b>Joint Emergency Services Interoperability Programme (JESIP)</b>	• Service Level Managers • Resilience Officer	Annually	E-Learning
<b>Rest Centres</b>	• CMT • Resilience Officer	Three Years	Face to Face
<b>Major Incident Recovery</b>	• Leadership Team • CMT • Resilience Officer	Three Years	Face to Face
<b>Media Training</b>	• Leadership Team • Cabinet	Three Years	Face to Face
<b>Multi Agency Gold Incident Command (MAGIC Lite)</b>	• Leadership Team	Three Years	Face to Face or Online course (through LRF)
<b>Multi Agency Triage Team (MATT)</b>	• CMT • Resilience Officer	Three Years	Face to Face via LRF or DEPP

In addition, training will be provided to loggists on an ad-hoc basis. This is not however within the DEPP competency framework and so is not included above.

## Lessons Learnt

Reviewing lessons learned after the emergency plan, business continuity have been used is crucial for several reasons. Firstly, it offers a valuable opportunity to assess the response and recovery process, identifying what worked well and what didn't. This evaluation aids in refining future emergency plans and enabling better preparedness for similar situations. Additionally, reflecting on the lessons learned fosters a culture of continuous improvement within teams, promoting adaptability and resilience. It also allows for the identification of any gaps or shortcomings in resources, communication, or protocols, paving the way for necessary adjustments to enhance overall efficiency and effectiveness in handling emergencies. Ultimately, this reflective process serves as a foundation for growth and better response strategies in the face of unforeseen circumstances.

A lessons learnt/debrief should be completed after one of the following:

- Emergency Plan has been used
- Business Continuity Plan has been used
- Testing of any plan has been completed
- An event/incident in which there was potential for the EP or BCP to be used

These lessons learnt/debriefs can be completed in a number of ways dependent on the situation and locality. For example, for a more extreme emergency, an in person session to discuss is more favourable and may include other agencies whereas for a smaller incident on a single business area a survey to those involved which is collated may be adequate. It is recommended that the key individual involved in the event/incident chooses the format of the lessons learnt based on what would provide the best results paired with what resource is available. If possible you should have a "hot" debrief/lessons learnt whilst the incident is ongoing while information is fresh in your mind in addition to a "cold" debrief/lessons learnt after the event has concluded.

When completing a lessons learnt is important to review the following JESIP principles:

- Co-Locate: Co-locate with other responders as soon as practicably possible at a single, safe and easily identified location
- Communicate: Communicate using language which is clear, and free from technical jargon and abbreviations
- Co-Ordinate: Co-ordinate by agreeing the lead organisation, identifying priorities, resources, capabilities and limitations for an effective response, including the timing of further meetings
- Jointly Understand Risk: Jointly understand risk by sharing information about the likelihood and potential impact of threats and hazards, to agree appropriate control measures
- Shared Situational Awareness: Establish shared situational awareness by using M/ETHANE and Joint Decision Model

Lessons learnt should be shared with the Resilience Officer and recorded and saved on the Emergency Planning Teams site.

For Emergencies that have required a multi-agency response there will a lessons learnt session conducted by the LRF and information from that will be shared to the relevant individuals and saved on the Emergency Planning teams site. In addition sometimes there are emergencies which were not relating to MDDC but were significant enough that the lessons learnt will be passed onto us either directly or through the LRF. These lessons will be disseminated to the relevant individuals and saved on the Emergency Planning Teams site.

## Additional information and signposting

### Glossary

<b>BCP</b>	Business Continuity Plan
<b>CMT</b>	Corporate Management Team
<b>CRIM</b>	Corporate Risk and Improvement Manager
<b>CRR</b>	Community Risk Register
<b>CX</b>	Chief Executive
<b>D&amp;CP</b>	Devon & Cornwall Police
<b>DCC</b>	Devon County Council
<b>DEPP</b>	Devon Emergency Planning Partnership
<b>DO</b>	Duty Officer
<b>DSF&amp;RS</b>	Devon and Somerset Fire and Rescue
<b>EAP</b>	Evacuation Assembly Point
<b>EHO</b>	Environmental Health Officer
<b>EP</b>	Emergency Plan
<b>EPO</b>	Emergency Planning Officer
<b>JESIP</b>	Joint Emergency Services Interoperability Programme
<b>LA</b>	Local Authority
<b>LRF</b>	Local Resilience Forum
<b>LT</b>	Leadership Team
<b>MAGIC</b>	Multi Agency Gold Incident Command
<b>MATT</b>	Multi Agency Triage Team
<b>PEAT</b>	Pre Emergency Assessment Teleconference
<b>RC</b>	Rest Centre
<b>SCG</b>	Multi-Agency Strategic Coordination Group
<b>TCG</b>	Multi-Agency Tactical Coordination Group

### Additional information:

All of the plans detailed in this document can be found on the Emergency Planning Microsoft Teams Team saved under "4.Papers and Policies". The following roles have access to this page:

- Leadership Team
- CMT
- All Service Level Managers
- Resilience Officer
- Corporate Performance and Improvement Manager

### Staff Welfare:

Emergencies and Incidents can be very stressful and as a Council we should be mindful of this and work with each other to ensure the welfare of our staff. If you believe that either yourself or another employee is struggling or suffering with stress, fatigue or similar then raise this with the tactical or strategic team who will then aim to address the situation. Once an incident or emergency is over it is recommended that managers have a debrief with staff involved to check their welfare needs/requirements.

This may mean that during an emergency the "on-call" member of CMT may change during their rota' d week if they have been working on an emergency especially if long hours. Information of On-Call contacts will be updated and can be found on the "Out of Hours Service" Microsoft Teams Team.