



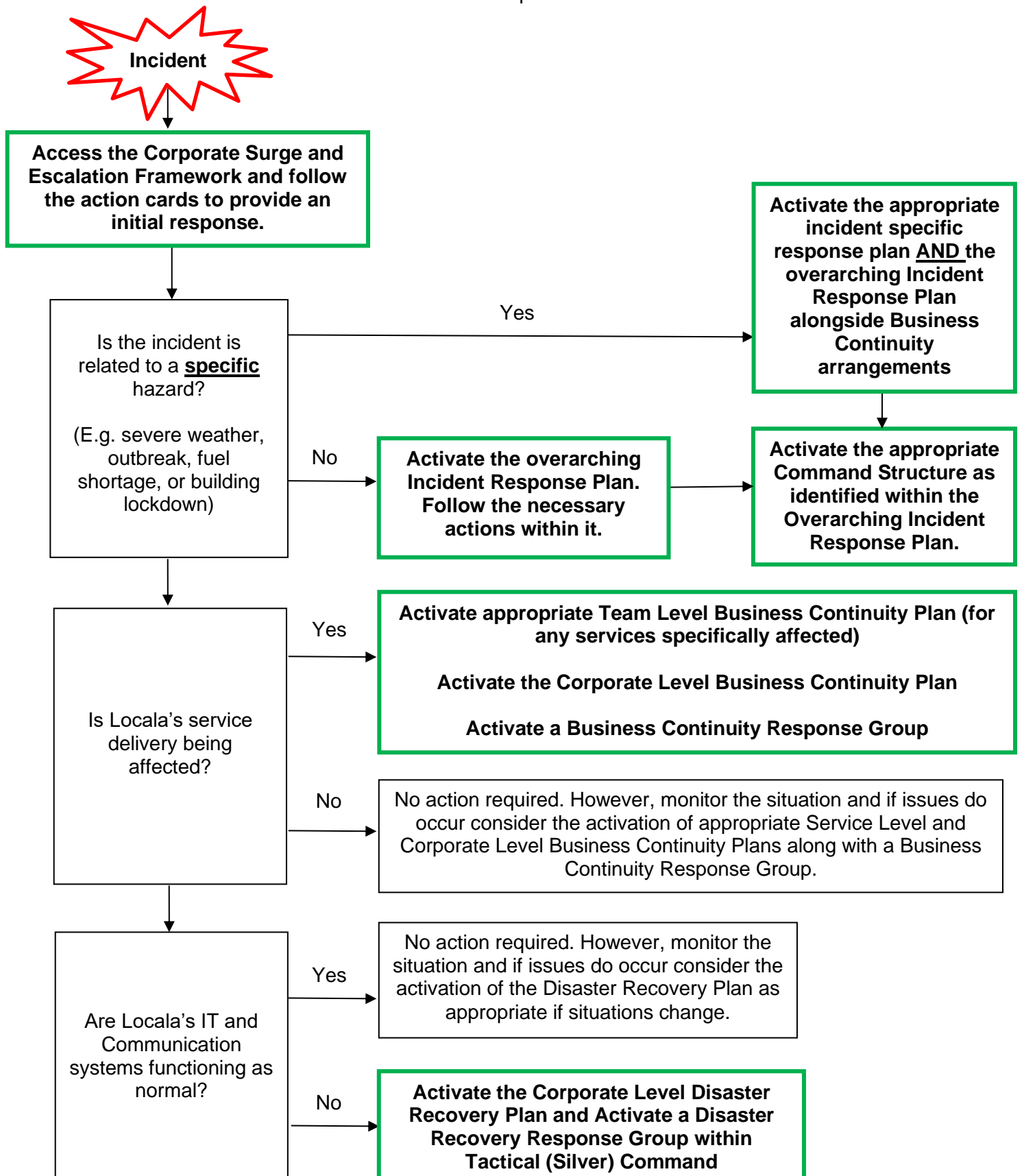
Resilience Framework

February 2021

Version 6.0

Flowchart for Using Resilience Arrangements

- This flow chart identifies how the Resilience arrangements for Locala should be activated and used with each other. Green boxes represent actions where “Activations” are needed.



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1 Introduction

1.1 Purpose

- This document will identify:
 - how Locala will carry out its Emergency Preparedness, Resilience and Response (EPRR) duties as per applicable core competencies under the national EPRR Framework.
 - how Locala will deliver their statutory duties under the Civil Contingencies Act (CCA).
 - a “map” to Locala’s resilience arrangements to identify how they will work and be coordinated during a response.
- This document **is not** a live response document. It is designed to inform how resilience work is carried out and the methodology under which it will be implemented in practice.

1.2 Aim

- To identify Locala’s framework for the delivery of resilience work streams, as identified under the EPRR core competencies and CCA.

1.3 Objectives

- Identify who Locala are and the services they provide (**Chapter 2**).
- Identify how arrangements created under this Framework will be triggered and work together (**Page i** and **Section 2.7**) in response to an incident.
- Outline the Framework (**Chapter 3**) under which Locala’s resilience work streams will be managed.
- Identify how an emergency or significant incident is defined by Locala (**Section 3.1**).
- Identify terminology which needs to be understood by Locala concerning resilience work streams (**Section 3.2**).
- Outline the 3 strands on which resilience work under this Framework is based
 - Emergency planning (**Sections 3.4.1**);
 - Business continuity (**Sections 3.4.2**);
 - Disaster recovery (**Sections 3.4.3**).
- Identify general considerations and principals within resilience work which will support the frameworks delivery as appropriate
 - Risk Register and Assessments (**Section 4.1**);
 - Training, Skills and Knowledge (**Section 4.2**);
 - Testing and Exercising (**Section 4.3**);
 - Finance (**Section 4.4**);
 - Legal (**Section 4.5**);
 - Data Protection (**Section 4.6**);
 - Freedom of Information (**Section 4.7**);
 - Human Rights (**Section 4.8**);
 - Government Security Classification (**Section 4.9**);
 - CONTEST: Prepare (**Section 4.10**).

1.4 Scope

- This document is for Locala **ONLY**.
- This document only contains resilience work streams, as directed by the Civil Contingencies Act and the EPRR Framework.
- This document **does not** contain any details for activation during a response and is therefore not expected to be used in a response situation. Details within this document may, however, feed into the planning process to ensure Locala are appropriately prepared for a response.
- This document **is not** for responders outside of Locala. External agencies/responders resilience arrangements will be detailed within their own resilience documents.

2 Locala: A background

2.1 Who are Locala

- Locala Community Partnerships are a not for profit independent social enterprise, contracted to deliver National Health Service (NHS) funded community services under an NHS Standard Contract.
- Locala provide these services across the Kirklees, Bradford and Calderdale Local Authority (LA) areas.
- Locala are commissioned by:
 - NHS Greater Huddersfield CCG (**Note:** this is the Lead Commissioner for Adult Community Services in Kirklees).
 - Calderdale CCG.
 - Bradford CCG.
 - NHS North Kirklees Clinical Commissioning Group (CCG).
 - NHS England.
 - Kirklees Local Authority.
 - Bradford Local Authority.
 - Calderdale Local Authority.
- Locala's is identified as a Category One organisation (as defined under the Civil Contingencies Act). This Category One status is assigned by the NHS Standard Contract to which Locala are subject to under NHS England.
- Locala employ roughly 1000 whole time equivalent posts equating to approximately 1500 colleague members.
- Locala's aim is to provide high quality, value for money care and support closer to home.
- Locala's vision is around making a positive difference to the wellbeing of the people and communities we serve. They achieve this by will achieve this by:
 - Delivering high quality care;
 - Improving population health;
 - Making a difference in communities;
 - Being a sustainable organisation.
- Locala's values are at the heart of everything we do. They are built on the values of working together, respect and leadership.
 - Be caring
 - Be inspirational
 - Be part of it

2.2 Where do Locala Work

- Locala work in a number of different environments across Kirklees, Calderdale and Bradford including, but not limited to:
 - Healthcare Centres.
 - General Practice Surgeries.
 - In-patient settings.
 - Private homes.
 - Community Gymnasiums.
 - Community Centres.
 - Acute Hospitals/outpatient units.

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- Schools and education settings.
- Residential homes.

2.3 What Services do Locala Offer

- This section aims to identify what services Locala provides to the communities it works within which may be impacted in the event of an emergency impacting the local area or Locala directly.
- Locala offer the following services to local communities:
 - Bradford Contraception and Sexual Health.
 - Calderdale General Practice's (GP's).
 - Care Home Support Team.
 - Child Health
 - Children's Community Nursing.
 - Children's Occupational Therapy.
 - Children's Physiotherapy.
 - Children's Speech & Language Therapy.
 - Chlamydia Screening Programme.
 - Community Chronic Obstructive Pulmonary Disease (COPD) Service.
 - Community Matrons.
 - Community Rehabilitation.
 - Continence Advisory Service.
 - Kirklees Contraception and Sexual Health.
 - Day Surgery.
 - Dental Services.
 - Dermatology Service.
 - Diabetes.
 - District Nursing.
 - Drug and Alcohol Advice.
 - End of Life Care.
 - Family Nurse Partnership.
 - Foot Health.
 - Heart Problems.
 - Immunisation Service.
 - Infant Feeding.
 - Intermediate Care.
 - Looked After Children.
 - McMillan Care Home.
 - Medicines Management.
 - Muscles, Joints and Bones.
 - Minor Hand Surgery.
 - Pain Management Solutions.
 - Public Health Early Years (PHEYs).
 - Pupil Referral Service.
 - Jubilee Rehabilitation Team.
 - Safeguarding.
 - Single Point of Contact (SPoC).
 - START (rapid response team).
 - Thriving Kirklees.
 - Tissue Viability Services.
 - Tuberculosis (TB) Services.
 - Locala Walk in Centre.
 - The Whitehouse Centre.
 - Youth Offending Team.

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- There are a number of internal facing enabling services that also exist to ensure these services can be delivered. These will also need to be considered during an emergency as if they are interrupted this could have a knock-on impact on the community facing services being delivered. These internal facing enabling services are as follows:

Team			
Corporate Affairs	Finance and Performance	Transformation	Clinical and Operational Services
Communications	Accounts	Human Resources	Medicines Management
Customer Liaison and Engagement	Business Development	Estates	Infection Control
Digital Services	Performance and Information Management	Project Management	Health and Safety
Resolution			Quality Management and Improvement
			Safeguarding

2.4 Requirements on Locala during an Emergency

- Due to their “Category One” status Locala are subject to the requirements of the Civil Contingencies Act. Therefore, during an emergency Locala will be required to do the following:
 - To continue its critical functions to minimise, as far as practicable, disruption to the services offered to local communities.
 - To look after the health, safety and welfare of our colleagues at all times during an emergency whether the colleagues are responding as business as usual or as part of the direct emergency response.
 - To look after the health, safety and welfare of those within our care, as far as reasonably practicable during an emergency impacting on the community or directly on Locala.
- Due to their status as a health provider they are also subject to the NHE England Emergency Preparedness, Resilience and Response (EPRR) Core Competencies. As such, Locala will:
 - Offer annual assurance of Locala’s resilience and response arrangements as requested by the NHS next to the most up to date core competencies in place.
 - Ensure Civil Contingency Act (2004) requirements on Category One responders around resilience and response is met, as per previous section.
 - Ensure the appointment of an Accountable Emergency Officer to oversee EPRR delivery within Locala. This is currently the Director of Operations post.
 - Support CCGs and NHS England, within their health economies, in discharging their EPRR functions and duties, locally and regionally, under the CCA 2004.
 - Have robust and effective structures in place to adequately plan, prepare and exercise the tactical and operational response arrangements both internally and with their local healthcare partners.
 - Ensure business continuity plans mitigate the impact of any emergency, so far as is reasonably practicable.
 - Ensure robust 24/7 communication “cascade and escalation” policies and procedures are in place, to inform CCGs and healthcare partners, as appropriate, of any incident impacting on service delivery.

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- Ensure that recovery planning is an integral part of its EPRR function.
 - Provide assurance that organisations are delivering their contractual obligations with respect to EPRR.
 - Ensure organisational planning and preparedness is based on current risk registers.
 - Provide appropriate director level representation at Local Health Resilience Partnership and appropriate tactical and/or operational representation at local health economy planning groups in support of EPRR requirements.
 - Ensure the cycle of preparedness is followed: risk management, planning, training and exercising.
- The arrangements Locala put in place under this framework ensures plans and documents are in place to meet the required standards. This Resilience Framework also advises on how to best co-ordinate arrangements in place at the time of a response (see flowchart, **page i**).

2.5 Locala and Partnership Working

- Locala have close working relationships with the following (**note**: this list is not exhaustive; others may be necessary):
 - Local GPs.
 - Pharmacies.
 - Social Services.
 - The Public.
 - NHS England.
 - Local Authorities.
 - CCGs.
 - Hospitals.
 - Voluntary organisations.
 - Suppliers.
 - Subcontractors.
 - Landlord and Facility Management Services.
 - Yorkshire Ambulance Service (YAS).
 - West Yorkshire Police.
 - West Yorkshire Fire Service.
 - Hospices.
 - Residential and Nursing Homes.
 - Charities
- These partners will be worked with during emergency and non-emergency times to maintain, as far as practicable, the provision of Locala services.
- This document will go towards helping to manage the expectations of Locala within partner organisations (whereby building trust and confidence by ensuring Locala provide what they expect).
- During partnership working, particularly in an emergency, Locala will follow the Joint Emergency Services Interoperability Principles (JESIP) in order to best ensure their co-ordination to the overall response (**Section 2.6**).

2.6 Principles of Joint Working – JESIP Model

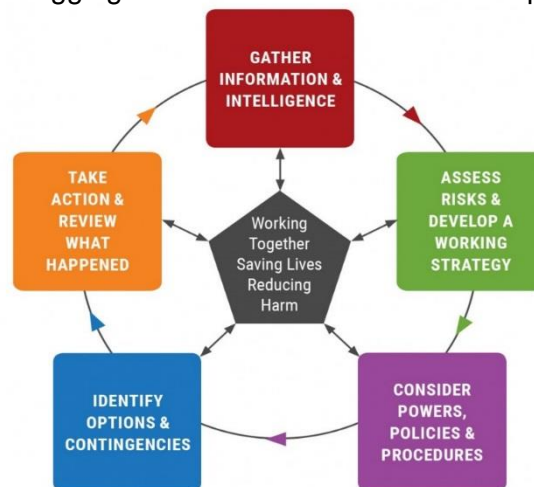
- There are 5 principles within JESIP when looking at how to best ensure successful joint/partnership working during incident response. Locala plans will take this into account when planning responses to emergencies and these principles will be followed during a response also:

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1. **Co-locate:** Ensure that Strategic (Gold) and Tactical (Silver) Commanders are co-located (or provide representation to) with partner agencies involved in the same response.
2. **Communicate:** Ensure that plain English is used in communication. Avoid the use of acronyms and industry specific language. As a minimum the Civil Contingencies Lexicon will be followed¹.
3. **Co-ordinate:** This requires Locala to liaise with partner organisations to agree who will be the lead service, response priorities, the resources and capabilities from each organisation and their roles, and timings of future meetings.
4. **Jointly understand risk:** Share knowledge of risk, identify impacts and subsequent service impacts for Locala and agree organisation level and response wide potential control measures.
5. **Shared situational awareness:** This is established using the “METHANE” method. That is to identify, understand and agree for Locala and other organisations to the wider response:
 - M: If they have declared a **m**ajor incident;
 - E: The **e**xact locations impacted (including specific Locala premises);
 - T: The **t**ype of incident being experienced;
 - H: What **h**azards occurring;
 - A: Any **a**ccess and egress considerations to the site(s) affected;
 - N: Any known casualty **n**umbers;
 - E: **E**mergency services onsite already.

2.6.1 Joint Decision Model

- When making decisions during a response, Locala will use the Joint Decision Model (JDM) as identified in the JEISP. This method is as per the diagram below with appropriate logging of decisions and rationale as appropriate:



2.7 Summary of Locala’s Resilience Arrangements

- Locala have the following resilience arrangements in place to minimise the impact on their service delivery during times of emergency to best ensure the health, safety and welfare of colleagues, patients and the public:
 - Surge and Escalation:
 - Corporate Surge and Escalation Response: Operational Pressures Escalation Framework.
 - Emergency Planning:
 - Incident Response Plan.

¹ <https://www.gov.uk/government/publications/emergency-responder-interopability-lexicon>

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- Severe Weather Plan.
 - Fuel Shortage Plan.
 - Outbreak Response Plan (Including Pandemic Influenza).
 - Lockdown arrangements.
 - Building specific evacuation arrangements.
 - Business Continuity:
 - Corporate Business Continuity Plan.
 - Team Level Business Continuity Plans.
 - Disaster Recovery:
 - Corporate Disaster Recovery Plan.
-
- These work together in a response as indicated by the flow chart on **Page i**.

3 Locala's Resilience Framework

- Under their NHS Contract² the following responsibilities are placed on Locala:
 - To comply with EPRR Guidance if and when applicable. The Provider must identify and have in place an Accountable Emergency Officer.
 - To notify the Co-ordinating Commissioner as soon as reasonably practicable and in any event no later than 5 Operational Days following:
 - the activation of its Incident Response Plan;
 - any risk, or any actual disruption, to Essential Services; and/or
 - the activation of its Business Continuity Plan.
 - The Provider must provide whatever support and assistance may reasonably be required by the Commissioners and/or NHS England and NHS Improvement and/or Public Health England in response to any national, regional or local public health emergency or incident.
 - The Provider must use reasonable endeavours to minimise the effect of an Incident or Emergency on the Services and to continue the provision of Elective Care and Non-elective Care notwithstanding the Incident or Emergency. If a Service User is already receiving treatment when the Incident or Emergency occurs, or is admitted after the date it occurs, the Provider must not:
 - discharge the Service User, unless clinically appropriate to do so in accordance with Good Practice; or
 - transfer the Service User, unless it is clinically appropriate to do so in accordance with Good Practice.
 - if the impact of an Incident or Emergency is that the demand for Non-elective Care increases, and the Provider establishes to the satisfaction of the Co-ordinating Commissioner that its ability to provide Elective Care is reduced as a result, Elective Care will be suspended or scaled back as necessary for as long as the Provider's ability to provide it is reduced. The Provider must give the Co-ordinating Commissioner written confirmation every 2 calendar days of the continuing impact of the Incident or Emergency on its ability to provide Elective Care.
 - During or in relation to any suspension or scaling back of Elective Care:
 - If requested by the Provider, the Commissioners must use their reasonable efforts to avoid any new referrals for Elective Care provider may if necessary change its waiting lists for Elective Care;
 - The Provider must continue to provide Non-elective Care (and any related Elective Care), subject to the Provider's discretion to transfer or divert a Service User if the Provider considers that to be in the best interests of all Service Users to whom the Provider is providing Nonelective Care whether or not as a result of the Incident or Emergency (using that discretion in accordance with Good Practice).
 - If, despite the Provider complying fully with its obligations there are transfers, postponements and cancellations the Provider must give the Commissioners notice of:
 - the identity of each Service User who has been transferred and the alternative provider;
 - the identity of each Service User who has not been but is likely to be transferred, the probable date of transfer and the identity of the intended alternative provider;
 - cancellations and postponements of admission dates;
 - cancellations and postponements of out-patient appointments;
 - other changes in the Provider's list.

² NH Standard Contract 2020/21- Service Conditions (Full Length) -Section SC30 (Emergencies and Incidents).

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- As soon as reasonably practicable after the Provider gives written notice to the Co-ordinating Commissioner that the effects of the Incident or Emergency have ceased, the Provider must fully restore the availability of Elective Care.
- Being a recognised Category One responder gives Locala the following responsibilities towards preparing for emergencies under the CCA (2004).
 - Carry out risk assessments.
 - Have emergency plans and arrangements in place.
 - Have business continuity plans and arrangements in place.
 - Ensure community and organisational warning and informing is in place.
 - Cooperate with others involved in the response and share information as necessary to ensure an effective response is delivered.
- Further to the CCA, Locala have a duty as a health provider of NHS funded services, under the Health and Social Care Act (2012), to ensure they meet the Core Competencies for the EPRR framework. Under the EPRR framework's Core Competencies the following responsibilities are placed on Locala:
 - Have suitable up to date plans in place which set out how we will plan for, respond to and recover from incidents and emergencies as identified in local and community risk registers.
 - Test and exercise plans as outlined within each standalone plan.
 - Have suitably trained and competent colleagues in place to carry out required roles and duties during a response.
 - Have suitable facilities in place 24/7 to manage a response.
 - Share resources as required.
- In order to ensure that these responsibilities are met, Locala have the following work streams in place to control resilience work streams whereby subsequently ensuring that what is required is in place to the necessary standard:
 - Emergency Planning (**Section 3.4.1**).
 - Business Continuity Management (**Section 3.4.2**).
 - Disaster Recovery (**Section 3.4.3**).
- The work streams of Emergency Planning and Business Continuity are currently contracted out to, and overseen by, the Kirklees Council Emergency Planning Team, in liaison with Locala.
- The work stream of Disaster Recovery is currently managed internally by Locala, with arrangements contracted out to external parties as appropriate.
- In order to monitor the progress of resilience work, and assess its compliance with the NHS standard contract for Locala, the CCA and the EPRR core competencies a maturity matrix, as identified within Public Advisory Service (PAS) 2015, will be maintained by the Kirklees Council Emergency Planning Team, as per contract in place, on behalf of Locala. This will then be submitted to the Locala Board for approval and members will be subsequently informed of outcomes. This will also be communicated to NHS England via EPRR Assurance processes confirmed on an annual basis.

3.1 Emergencies and Incidents

- Under the CCA (2004) responders are required to have plans and arrangements in place with which to respond to **emergencies** within the community. The term emergency in a community context is defined in the CCA as:

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- “An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK³”.
- Under the EPRR framework it is identified that plans and arrangements are required in order to respond to **incidents** within the NHS system as a whole or specifically within the organisation itself. Within this context EPRR defines an incident as being Critical, Major or Business Continuity⁴:
 - **Critical Incident:** any localised incident where the level of disruption results in the organisation temporarily or permanently losing its ability to deliver critical services, patients may have been harmed or the environment is not safe requiring special measures and support from other agencies, to restore normal operating functions.
 - **Major Incident:** any occurrence that resents serious threat to the health of the community or causes such numbers or types of casualties, as to require special arrangements to be implemented.
 - **Business Continuity:** an event or occurrence that disrupts, or might disrupt, an organisations normal service delivery, below acceptable predefined levels, where special arrangements are required to be implemented until services can return to an acceptable level.
- This document highlights what is in place and general arrangements for activation in a response to either an emergency as defined in the CCA for incidents within the community **or** an critical/major incident as defined within the EPRR framework for incidents within the National Health Service (NHS) or a specific health organisation.
- This document gives the generic response information relevant to the arrangements in place for each resilience strand. This is to reduce repetition between documents and ensure they work together by following the same principles.

3.2 Response Terminology

- The following table identifies the terminology that should be used by Locala to NHS England and that NHS England will use to communicate with Locala:

Terminology	What it Means to Locala	What it Means to NHS England
Standby	<ul style="list-style-type: none"> ● One or multiple plans are activated at ‘standby’. ● Locala must identify to NHS England that this has occurred what plans are active at standby and actions they are taking. ● Notification of NHS England should be written as standard into all Locala’s plans at standby level. 	<ul style="list-style-type: none"> ● Once NHS England is alerted they will consider declaring an NHS wide incident/emergency. ● Preparatory arrangements will be made in case of escalation to ‘declared’.
Declared	<ul style="list-style-type: none"> ● Locala will activate one or more plan at ‘full activation’ level. ● Locala must identify to NHS England that this has occurred, what these plans are and what actions are being taken. 	<ul style="list-style-type: none"> ● NHS England declares an incident/emergency. ● NHS England will inform other organisations of this so they can fully activate their own arrangements as necessary.

³ Emergency Preparedness (March 2012, Section 1.14, page 6)

⁴ NHS England, Emergency Preparedness Framework 2015 (November 2015, Page 8-9)

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Terminology	What it Means to Locala	What it Means to NHS England
	<ul style="list-style-type: none"> Locala should review active plans and fully activate any plans required and inform NHS England that they have declared an incident/ emergency. Notification of NHS England should be written as standard into all Locala's plans at full activation level. 	
Cancelled	<ul style="list-style-type: none"> Plans will no longer be active – immediately 	<ul style="list-style-type: none"> NHS England cancel a declared or the need to have plans on standby.
Stand Down	<ul style="list-style-type: none"> Plans will be stood down in an appropriate manner to allow a return to normality. 	<ul style="list-style-type: none"> NHS England identify that an incident/ emergency is no longer occurring therefore inform organisations that their responses can be stood down as per their own procedures.

3.3 Locala's Business Resilience Group

- This group oversees Emergency Planning, Business Continuity and Disaster Recovery arrangements within Locala. They ensure that Locala are achieving the necessary work streams for resilience, addressing any issues as appropriate. This, in turn, will ensure that Locala are carrying out the necessary resilience work to meet our requirements under the Core Competencies of the EPRR framework and also of the Civil Contingencies Act (2004) and any area specific British Standards or International Organisation for Standardisation requirements (as identified within the individual work streams in **Section 3.4.1** to **Section 3.4.3**).
- The group maintains an Emergency Preparedness Risk Register. This document will be used to prioritise the resilience work to be delivered.
- Kirklees Council, on behalf of the group, will deliver quarterly reports and an annual report on their progress for submission to the Locala Board.
- The group will maintain and review the Emergency Planning, Business Continuity and Disaster Recovery work streams respectively (**Section 3.4.1** to **Section 3.4.3** of this document). As such, they will be consulted on all document outputs from these prior to going to board for sign-off.
- This group will ensure that training and awareness programmes are put in place for resilience activities and expectations of Locala employees under these.
- Any issues experienced within the delivery of resilience planning arrangements, as detailed within the individual work stream descriptors, will be escalated by the Director of Operations to the Board to be resolved where they cannot be suitably resolved within the Business Resilience Group.
- Membership of the Group:
 - The Chair of the Group will be the Director of Operations, or someone from the Kirklees Council Emergency Planning Team as the deputy in their absence.
 - Standing members: These are those members that are required to attend all meetings of the group. This standing members group should be made up of

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- Heads/Leads of each of Locala's service areas (or their nominated deputies) and are identified in the group's most up to date version of their terms of reference.
- Occasional members: These are those members that are only required to attend meetings where they are specifically invited to do so. This will include those that have been given a specific project as such people will only be required for the duration of that project. This may include external partner organisations.
 - **Note:** where a standing or invited member is unable to attend they are expected to provide a suitably informed deputy.
- Further details of this group can be found in the Locala Resilience Group Terms of Reference.

3.4 Resilience Work streams

3.4.1 Emergency Planning

- Emergency Planning within Locala sits with the Director of Operations. Emergency Planning specialisms will sit more specifically within the Kirklees Council Emergency Planning Team who will co-ordinate work stream completion as appropriate.
- The minimum documentation related to the Emergency Planning work stream required by Locala is an Incident Response Plan, as indicated under the CCA. However, under EPRR Core Competency Requirements the following specific Emergency Planning response arrangements are also needed: heatwave, cold weather, pandemic influenza, shelter and evacuation and lock down.
- Locala's Business Resilience Group carry out a resilience risk assessment to identify what risks (based on local, regional and national Civil Contingency risk assessments) will likely impact Locala's activities. This should not encroach on existing internal strategic risk assessment but should help feed into them.
- The Director of Operations within Locala, as the Emergency Planning Lead, will delegate specific Emergency Planning work to individuals within Locala as appropriate. These individuals will be required to attend the Locala Business Resilience Group to give updates on their work and obtain any necessary ratification of it.
- A nominated person of senior management level, or appropriate deputy, will attend any Locala Authority Resilience Groups held in each Local Authority area within which they work. They will also attend the West Yorkshire Local Resilience Forum Health Sub Group.
- The Director of Operations, or suitable nominated deputy⁵, will attend the West Yorkshire Local Health Resilience Partnership.
- The Kirklees Council Emergency Planning Team, in liaison with the Emergency Planning Lead within Locala, will:
 - Coordinate work to be completed to ensure that plans and associated arrangements, systems and controls are in place to escalate responses to situations where demands on Locala's services are above those of usual day to day business. This will allow Locala to evidence under EPRR assurance that they are able to offer a scalable service based on pressures at the time.

⁵ Suitable means someone with the appropriate decision making and authorisation authority.

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- Ensure that plans and arrangements in place are fit for purpose via consultation prior to their ratification and regular testing and exercising to validate plans and arrangements once ratified.
- Ensure that managers and colleagues know and understand their responsibilities under any Locala Emergency Response undertaken to incidents occurring whereby Business as unusual can no longer occur within one or more services.
- Ensure that Locala's Board remains apprised of related issues which may impact on the business as usual running of Locala or which may cause issues within a response to an emergency. The Locala Board are subsequently expected to resolve issues raised as necessary.
- The Kirklees Council Emergency Planning Team, in liaison with the Emergency Planning Lead within Locala, should ensure that partner agencies, stakeholders and key interest groups are involved in all stages of planning for a response in order to ensure relationships are in place prior to a response occurring⁶.

3.4.2 Business Continuity Management

- The Director of Operations within Locala will act as the Business Continuity Lead. They will work as appropriate with Service leads/senior managers acting as Business Continuity Champions for their area of work to develop Team Level Business Continuity Plans. These individuals will be required to attend the Locala Business Continuity Group to give updates on their areas business continuity work and obtain any necessary ratification as appropriate.
- The minimum business continuity that Locala needs to have in place is a Corporate Business Continuity Plan (to address requirements under the CCA, EPRR and their contract with their Commissioner). However, in order to fully satisfy responsibilities (and best practice under International Organisation for Standardisation (ISO) 22301) lower level plans should be created at departmental and/or team specific levels.
- The Kirklees Council Emergency Planning Team, in liaison with the Locala Business Continuity Lead will:
 - Ensure that the ISO 22301 (Societal Security -- Business Continuity Management Systems --- Requirements) is followed as good practice when designing and implementing Business Continuity within Locala. This will help better ensure the quality and standard of Business Continuity planning and arrangements put in place.
 - Coordinate work to be completed to ensure that plans and associated arrangements, systems and controls are in place to respond to the risks as identified in local level service continuity risk assessments, as appropriate. Subsequent to this the Business Continuity lead will carry out periodic reviews of all related policies and procedures. This will allow Locala to evidence that we are prepared for emergencies, as identified in the CCA, which may impact our ability to deliver business as usual.
 - Coordinate work to be completed to ensure that plans and associated arrangements, systems and controls are in place to escalate responses to situations where demands on Locala's services are above those of usual day to day business. This will allow Locala to evidence under EPRR that we are able to offer a scalable service based on pressures at the time.

⁶ Partner agencies include, but are not limited to: Blue light services (Fire, Police, and Ambulance), Local Authorities, NHS England, CCGs, utility companies, Voluntary organisations, Community groups, etc.

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- Ensure that plans and arrangements in place are fit for purpose via consultation prior to their ratification and regular testing and exercising to validate plans and arrangements once ratified.
 - Ensure that managers and colleagues know and understand their responsibilities under each level of Business Continuity Plan drawn up, as appropriate.
 - Ensure that Locala's Board remains appraised of related issues which may impact the business as usual running of Locala or which may cause issues within a response to an emergency. The Board are subsequently expected to resolve issues raised as necessary.
 - Ensure that Locala's colleague base is involved at all stages of planning for a response in order to ensure awareness of arrangements and requirements prior to a response occurring.
- The Locala Business Continuity Lead, along with the Locala Procurement Team and other service leads concerned with procurement, should ensure that organisations contracted to provide services to/for Locala have suitable business continuity arrangements in place and be able to provide the Locala Board and Members Council with assurance as to that. Subsequently, Locala's Corporate Business Continuity arrangements will take into account how they will need to react if these contracted services suffered disruptions whereby reducing services to minimum levels.

3.4.3 Disaster Recovery

- The lead for the Disaster Recovery work stream within Locala sits within the Operational Division. Disaster Recovery specialisms will sit more specifically under the Director of Operations.
- Locala requires a Corporate Disaster Recovery Plan to address requirements under the CCA, EPRR and their contract with their Commissioner. Locala's Audit and Risk Committee should carry out an internal risk assessment to identify the risks of losing specific IT services in the short and long term and the impact this will have on the overall running of Locala and delivery of critical services.
- Director of Operations within Locala will act as the Disaster Recovery Lead. Specific Disaster Recovery work will be overseen by the Head of Digital and delegated to individuals within Locala as appropriate. These individuals will be required to attend the Locala Business Resilience Group to give updates on their work and obtain any necessary ratification.
- The Disaster Recovery Lead within Locala will:
- Coordinate work to be completed to ensure that plans and associated arrangements, systems and controls are in place to respond to IT issues experienced. Subsequent to this the Disaster Recovery lead will carry out periodic reviews of all related policies and procedures. This will allow Locala to evidence that we are prepared for emergencies, as identified in the CCA, which may impact on our ability to deliver business as usual.
 - Ensure that plans and arrangements in place are fit for purpose via consultation prior to their ratification and regular testing and exercising to validate plans and arrangements once ratified.
 - Ensure that managers and colleagues know and understand their responsibilities under the Disaster Recovery Plan, as appropriate.
 - Ensure that Locala's Board remains appraised of related issues which may impact the business as usual running of Locala or which may cause issues within a response to an emergency. The Board is subsequently expected to resolve issues raised as necessary.

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- Ensure that Locala's colleague base is involved at all stages of planning for a response in order to ensure awareness of arrangements and requirements prior to a response occurring.

4 Considerations

4.1 Risk Registers

- Whilst creating and implementing resilience planning and response arrangements Locala have taken into account the following risk registers:
 - West Yorkshire Resilience Forum Community Risk Register;
 - Kirklees Council Risk Assessments;
 - Bradford Council Risk Assessment;
 - Calderdale Council Risk Assessment;
 - Locala Emergency Preparedness Risk Register;
 - Locala's Strategic Risk Register (Locala's Strategic Risk Register (updated monthly at the Executive Management Group meetings).
- These have been used to identify specific risks that may occur within the communities within which Locala work which may subsequently impact how Locala work, ability to deliver services as usual, and the health and safety of colleagues and members of the public using our services.
- Locala use the National, West Yorkshire and Council Risk Assessments to inform their Emergency Preparedness Risk Assessment. The risks on this assessment inform risk specific emergency plans in place. It takes into account the Strategic Risk Register in its creation and updates.
- Locala also has a Strategic Risk Register which identifies internal risks that could stop Locala functioning as usual. It takes into account the Emergency Preparedness Risk Assessment in its creation and updates.
- The Emergency Preparedness Risk Assessment will be authored and maintained by Locala Business Resilience Group and signed off by the Locala Board on behalf of Locala (the overall owner of this assessment).
- The Emergency Preparedness Risk Assessment will help dictate specific projects needed for the coming year within each of the 3 previously identified resilience work streams.
- Both the Strategic and Emergency Preparedness Risk Assessments/Registers will be used in order to inform Locala's resilience arrangements and drive their changes/updates.

4.2 Training, Skills and Knowledge

- It is essential that all Locala employees ensure their training, skills and knowledge for their day to day roles **and** for the roles they will perform under an emergency response are up to date and current. The Civil Contingencies Act (**Section 4.2.1**) as well as National EPRR Framework (**Section 4.2.2**) place a statutory duty on Locala to ensure training, skills and knowledge, and there is also a moral obligation for it concerning duty of care (**Section 4.2.3**).
- It is the responsibility of each individual to raise gaps or issues to their reporting manager concerning gaps in training, knowledge and skills. This should then be escalated as appropriate to the relevant authority within Locala and addressed as soon as possible.

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- It is essential that all employees of Locala are aware of this Resilience Framework and any relevant connected plans within which they may have an emergency response role. Therefore, this document will be shared openly via SharePoint/ELSIE for Locala's employees to access. The Locala Governance and Quality Team will ensure the awareness raising of this document and its contents to ensure that Locala's employees have knowledge of it, its content and its use.
- Please see the analysis in **Appendix A** for an assessment of training requirements to ensure staff are relevantly trained.
- Additional training needs may be identified during the Locala Business Resilience Group and should be acted on as appropriate.

4.2.1 Civil Contingencies Act

- The CCA outlines that Category One responders need to be trained to carry out the role they are delivering, not only day to day but during an emergency.

4.2.2 Emergency Preparedness, Resilience and Response Framework

- EPRR Framework and associated Core Competencies identifies that
 - Staff need to be trained in order to deliver emergency response roles in a safe and effective manner.
 - Training should be aligned to a training needs analysis (**Appendix A**).
 - Training needs to be ongoing to ensure skills are maintained.
 - Strategic and Tactical level personnel must maintain a continuous personal development portfolio to identify their training and participation in both exercise and incidents.

4.2.3 Duty of Care

- As well as statutory duty and core competencies which place requirements on organisations to train, there is also a duty of care.
- As a Category One responder Locala is required to have a number of Emergency Plans and arrangements in place to protect people in the event of an emergency. Therefore:
 - Trained Emergency Planning personnel are needed to create these documents to ensure they are prepared correctly and, if activated, will not hinder a response or put anyone in danger.
 - Those responding to an emergency as identified under Emergency Plans need to be trained as to what is expected of them and also into the skills to complete their requirements. This is so that their response does not hinder the successful execution of the plan or other responders and to ensure they are not acting in a way which will put themselves or others at any risk.
- A full list of those who need training, at a minimum and based on the National Occupational Standards identified during analysis, can be found in **Appendix A.2**.

4.3 Testing and Exercising

- Due to its nature this document does not require testing and exercising.
- All plans and arrangements put in place for resilience as directed by each of the work streams within this framework will require testing and exercising at appropriate

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intervals. Under the requirements of the EPRR framework's core competencies⁷ the testing and exercising of this document in order to assure its validation is as follows:

- Communications exercise every 6 months;
 - Table-top exercise once a year; and
 - Major live / simulated exercise every 3 years.
- The Locala Business Resilience Group will be responsible for putting in place a forward plan for the testing and exercising resilience documents and arrangements as appropriate. They will also be responsible for ensuring a post-exercise report is in place and all learning/actions from the tests and exercises are actioned as appropriate. Guidance on international best practice for testing and exercising will be followed as per the ISO document 22398 (Societal Security: Guidelines for Exercises and Testing).

4.4 Finances

- A company card is held by the Finance Team, which can be distributed as necessary and used for emergency purchasing. There is also an emergency card in the safe at Beckside Court. Emergency purchases could also be made through proforma invoices and faster payment procedures.
- All receipts for emergency purchases should be kept and submitted as necessary after the response to ensure all expenditure is accounted for and auditable.
- Locala will be responsible for the payment of overtime to their own staff, even if the response is for the wider health economy not exclusively to Locala.
- Locala will be responsible for the payment of any welfare arrangements put in place to support their colleagues during and after a response.
- Locala will be responsible for the payment of any extra resources purchased in order to support their response to an incident.
- Locala may become subject to compensation claims after an incident from those impacted by Locala's services being affected (See Legal **Section 4.5** for more details).
- All receipts for anything purchased in support of the response or related to responder welfare should be kept and presented to the relevant authority when requested to do so.

4.5 Legal

- Locala need to remain aware that where issues with their service delivery due to the impact of an incident negatively impact the health of those they serve they may be open to legal claims against them.

4.6 Data Protection

- All Locala resilience documentation and work streams should comply with the Data Protection Act and the European Union's General Data Protection Regulation (GDPR). As such this means Locala have a duty to protect personal and sensitive data.

⁷ NHS Commissioning Board Core Standards for EPRR (7th January 2013, Page 5)

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- In line with the Data Protection Act and GDPR this document and other response plans, document and arrangements written under it for resilience purposes will ensure data is:
 - Used fairly and lawfully;
 - Used for limited, specifically stated purposes;
 - Used in a way that is adequate, relevant and not excessive;
 - Accurate;
 - Kept for no longer than is absolutely necessary;
 - Handled according to people's data protection rights;
 - Kept safe and secure;
 - Not transferred outside the UK without adequate protection.

4.7 Freedom of Information

- Locala are subject to the Freedom of Information Act.

4.8 Human Rights

- All resilience related documents are implemented and reviewed in accordance with what is set out in the European Convention and principles within the Human Rights Act 1998.
- The application of this framework, and all plans, document and arrangements written under it, has no differential impact on any of the articles within the Act.
- Failure to its implement this framework and document, plans and arrangements written under it would impact on the core duties of Locala and its partners, to uphold the law and serve/protect all members of its community (and beyond) from harm.

4.9 Government Security Classification (GSC)⁸

- All resilience documentation for Locala requires a GSC classification (plans, policies, procedures, briefing notes, debrief reports etc.). The GSC for use on these documents should be chosen appropriately from the following list and recorded in the documents footer (**note:** the GSC level controls how the document can be shared and should be located in the header and footer of a document presented in capitals):
 - **Official:** This is the majority of information that is created or processed by the public sector. This includes routine business operations and services, some of which could have damaging consequences if lost, stolen or published in the media, but are not subject to a heightened threat profile;
 - **Official sensitive:** Where there is a clear and justifiable requirement to reinforce the “need to know” requirements of some information within official documents then assets should be conspicuously marked as official-sensitive.
 - **Secret:** This is very sensitive information that justifies heightened protective measures to defend against determined and highly capable threat actors. For example, where compromise could seriously damage military capabilities, international relations or the investigation of serious organised crime;
 - **Top secret:** This is the most sensitive information requiring the highest levels of protection from the most serious threats. For example, where compromise could cause widespread loss of life or else threaten the security or economic wellbeing of the country or friendly nations.
 - **Note:** where a document qualifies for a combination of these classifications due to the information of each section then the highest level should be used as a default.

⁸ Information taken from Cabinet Office, Government Security Classifications May 2018, Version 1.1.

4.10 CONTEST: Prepare

- The purpose of the CONTEST Prepare strand is to carry out work that will mitigate the impact of a terrorist attack where that attack cannot be stopped.
- Locala have this document in place to coordinate resilience arrangements which can be subsequently activated if a terrorist attack takes place.
- Attacks could take place at a Locala site or communities within which Locala colleagues work which may impact our business as usual service provision due to road closures, injuries to colleagues, loss of buildings and or pressures on Locala colleagues to assist in caring for those (either by providing colleagues or bed space) injured during an attack.
- Locala have security measures in place to deal with any security issues experienced on site. These measures can be found within Security Policy held on Locala's intranet.
- All Locala colleagues undergo conflict resolution training every 3 years, as mandatory, to minimise and prevent violence against colleagues and patients.
- Locala have procedures in place to identify how to deal with economic crime (fraud, bribery and corruption) carried out by or against their colleagues. These measures can be found within the Security Policy held on Locala's intranet.
- Locala staff should attend Action Counters Terrorism Training at least every 2 years.

4.11 Administration

- **Owner:** The Owner of this document is Locala.
- **Audience:** This document is for those within Locala who will be involved in resilience planning and any subsequent responses to incidents under those plans concerning emergency response, business continuity response and disaster recovery response.
- **Publication:** This document will be published on Locala SharePoint, Elsie and will be included in the On-Call Pack.
- **Distribution:** Locala will publish a link to where the document can be found, once it is ratified, within the "Locala Live" newsletter. There are no formal arrangements in place to share it with partner agencies unless on request.
- **Review and Maintenance:** This document will be reviewed and routinely maintained by Kirklees Council Emergency Planning Team, in liaison with the Locala Emergency Planning Lead. This document will be reviewed every **12 months**. Maintenance will occur on an as and when basis where updates to details are received indicating that changes are required.
- **Audit Trail:** Version control is present and will be updated when changes are made to this document. Changes made will be recorded within the amendments table on **Appendix D**. Where changes are numerous separate audit documents will be created to fully detail the changes and be made available via request to the Kirklees Council Emergency Planning Team via the Locala Resilience Group.

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- **Consultation:** This is purely an internal document therefore no external organisations have been consulted. Within Locala this document has been consulted on via the Business Resilience Group.

Appendix A: Training Analysis

A.1 National Occupational Standards for Civil Contingencies

- The following table identifies the minimum skills needed to work in any area connected to civil contingencies (from planning to response) are identified in the National Occupational Standards for Civil Contingencies.
- **Note:** throughout the rest of this appendix the skill code will be used rather than the full skill.

Civil Contingencies Skill Set

Skill Code	Skill
SFJCCAA1	Work in co-operation with other organisations.
SFJCCAA2	Share information with other organisations.
SFJCCAA3	Manage information to support civil protection decision making.
SFJCCAB1	Anticipate and assess the risk of emergencies.
SFJCCAD1	Develop, maintain and evaluate Business Continuity Plans and arrangements.
SFJCCAC1	Develop, maintain and evaluate Emergency Plans and arrangements.
SFJCCAD2	Promote business continuity management.
SFJCCAE1	Create exercises to practice or validate emergency or business continuity arrangements.
SFJCCAE2	Direct and facilitate exercises to practice or validate emergency or business continuity arrangements.
SFJCCAE3	Conduct debriefing after an emergency, exercise or other activity.
SFJCCAF1	Raise awareness of the risk, potential impact and arrangements in place for emergencies.
SFJCCAF2	Warn, inform and advise the community in the event of emergencies.
SFJCCAG1	Respond to emergencies as part of a multi-agency response at the Strategic (Gold) level/Respond to emergencies at a Strategic (Gold) level
SFJCCAG2	Respond to emergencies at the Tactical (Silver) level.
SFJCCAG3	Respond to emergencies at the Operational (Bronze) level.
None (Formally: CC AG4)	Address the needs of individuals during the initial response to emergencies.
SFJCCAH1	Provide on-going support to meet the needs of individuals affected by emergencies.
SFJCCAH2	Manage community recovery from emergencies.

Imported Skill Sets

Managing Volunteers Skill Set

Skill Code	Skill
SFTMVD1	Plan, organise and monitor volunteer activities.
SFTMVD2	Lead and motivate volunteers.

Learning and Development Skill Set

Skill Code	Skill
LSIILARG5	Develop training sessions.
LSIFL307v2	Prepare and develop resources to support learning.
LSIILARG6	Enable learning through presentations.

Managing Justice Services Skill Set

Skill Code	Skill
SFJHG4	Develop and manage multi-agency partnerships.
SFJHF14	Plan, implement and manage systems for the exchange of sensitive information, data and intelligence.
SFJHF23	Ensure an effective approach to project and process evaluation.

Management and Leadership Skill Set

Skill Code	Skill
CFAMLA1	Manage your own resources.
CFAMLA2	Manage your own resources and professional development.
CFAMLA3	Develop personal networks.
CFAMLB1	Develop and implement operational plans for your area of responsibility.
CFAMLB2	Map the environment in which your organisation operates.
CFAMLB3	Develop a strategic business plan for your organisation.
CFAMLB6	Provide leadership for your area of responsibility.
CFAMLB9	Develop the culture of your organisation.
CFAMLB10	Manage risk.
CFAMLB11	Promote equality of opportunity and diversity in your area of responsibility.
CFAMLD3	Recruit, select and keep colleagues.
CFAMLD4	Plan the workforce.

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Skill Code	Skill
CFAMLD5	Allocate and check work in your team.
CFAMLD9	Build and manage teams.
CFAMLD11	Lead meetings.
CFAMLD12	Participate in meetings.
CFAMLE1	Manage a budget.
CFAMLE3	Obtain additional finance for the organisation.
CFAMLE8	Manage physical resources.
CFAMLE9	Manage the environmental impact of your work.
CFAMLE11	Communicate information and knowledge.
CFAMLF1	Manage a project.
CFAMLF2	Manage a programme of complimentary projects.
CFAMLF3	Manage business process.
CFAMLF12	Improve organisation's performance.

Health and Safety Skill Set

Skill Code	Skill
SKSHSS1	Make sure your own actions reduce risks to health and safety.
PROHSP6	Control health and safety risks.
PROHSP10	Develop and implement health and safety risks.

Governance

Skill Code	Skill
SFJXA1	Interrogate and use management information to inform Board decisions.
SFJXA3	Review and support the management of risks for the organisation.

A.2 Staff Required to Participate in Resilience Training

- **Note:** these are based on the main skills identified in **Appendix A.1** from the National Occupational Standards Civil Contingencies skill set. Imported skills may be covered but no training will be specific to them as they have roots elsewhere and therefore other providers will need to be considered.
- The following staff are required to take part in annual training:

Staff	Skills needed (by Skill Code)	Imported Skills (by Skill Code)
Emergency Planning Leads	SFJCCAA1 SFJCCAA2 SFJCCAA3 SFJCCAB1 SFJCCAD1 SFJCCAC1 SFJCCAD2 SFJCCAE1 SFJCCAE2 SFJCCAE3 SFJCCAF1 SFJCCAF2 SFJCCAG1 SFJCCAG2 SFJCCAG3 CC AG4 SFJCCAH1 SFJCCAH2	SFTMVD1, SFTMVD2 LSILARG5, LSIFL307v2, LSILARG6 SFJHG4, SFJHF14, SFJHF23 CFAMLA1, CFAMLA2, CFAMLA3, CFAMLB1, CFAMLB2, CFAMLB6, CFAMLB9, CFAMLB10, CFAMLB11, CFAMLD3, CFAMLD4, CFAMLD5, CFAMLD11, CFAMLD12, CFAMLE8, CFAMLE9, CFAMLE11, CFAMLF1, CFAMLF2, CFAMLF12 SKSHSS1, PROHSP6, PROHSP10 SFJXA3
Strategic on-call rota staff.	SFJCCAA1 SFJCCAA2 SFJCCAA3 SFJCCAB1 SFJCCAG1 CC AG4 SFJCCAH1 SFJCCAH2	SFJHG4 CFAMLA1, CFAMLA3, CFAMLB2, CFAMLB3, CFAMLB9, CFAMLB10, CFAMLB11, CFAMLD3, CFAMLD4, CFAMLD5, CFAMLD9, CFAMLD11, CFAMLE1, CFAMLE3, CFAMLE9, CFAMLE11, CFAMLF1, CFAMLF2, CFAMLF3, CFAMLF12. SKSHSS1, PROHSP6 SFJXA1, SFJXA3
Tactical level staff (i.e. those with action cards in plans).	SFJCCAA1 SFJCCAA2 SFJCCAA3 SFJCCAB1 SFJCCAG2 CC AG4 SFJCCAH1 SFJCCAH2	SFTMVD1, SFTMVD2 SFJHG4 CFAMLA1, CFAMLA3, CFAMLB1, CFAMLB2, CFAMLB6, CFAMLB10, CFAMLB11, CFAMLD3, CFAMLD4, CFAMLD5, CFAMLD9, CFAMLD11, CFAMLE8, CFAMLE9, CFAMLE11, CFAMLF1, CFAMLF2, CFAMLF3, CFAMLF12.

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Staff	Skills needed (by Skill Code)	Imported Skills (by Skill Code)
		SKSHSS1, PROHSP6, PROHSP10 SFJXA1, SFJXA3
Operational level staff (i.e. those that fulfil direction from tactical level staff as outlined in action cards within plans).	SFJCCAA1 SFJCCAA2 SFJCCAA3 SFJCCAB1 SFJCCAG3 CC AG4 SFJCCA1 SFJCCA2	SFJHG4 CFAMLA1, CFAMLA3, CFAMLB10, CFAMLB11, CFAMLD4, CFAMLE8, CFAMLE9, CFAMLE11, CFAMLF1, CFAMLF2, CFAMLF12. SKSHSS1, PROHSP6
Loggist Training	SFJCCAA3 SFJCCA1	SKSHSS1

Appendix B: Acronyms

- CCA - Civil Contingencies Act
- CCG - Clinical Commissioning Group
- CIC - Community Interest Company
- COPD - Chronic Obstructive Pulmonary Disease
- EPRR - Emergency Preparedness, Resilience and Response
- GDPR - General Data Protection Regulations
- GP - General Practitioner
- GSC - Government Security Classification
- ISO - International Standards Organisation
- IT - Information Technology
- JDM - Joint Decision Making Model
- LA - Local Authority
- NHS - National Health Service
- PAS - Public Advisory Service
- PHEY - Public Health Early Years
- SPoC - Single Point of Contact
- TB - Tuberculosis
- YAS - Yorkshire Ambulance Service

Appendix C: Distribution List

- On completion as version 6.0 this document was circulated to the below:

Organisation	Who	Date and Format Sent
Locala	All Staff	Loaded onto Elsie and SharePoint
Partners	Anyone with access to resilience direct.	Added to Resilience Direct

Appendix D: Table of Progress and Amendments

Plan Author: Laura Drew, Public Health Senior Emergency Planning Officer, Kirklees Council

Version	Date	Created by / Amendments made by	Comments
Version 0.1-04 Draft	January 2014	0.1 Created by Laura Crofts on behalf of Locala as in the Signed Agreement dated in November 2013 0.2 Amended by Laura Crofts based on comments from Sean Westerby (0.2), comments from Martin Jordan, Jason Shirazi and Joanne Legood (0.3) and comments from Christina Quinn (0.4)	Submitted to Christina Quinn for Board sign-off
Version 1.0 Final	March 2014	Finalised by Laura Crofts on behalf of Locala on signoff from the Locala Board on 6 th March 2014	Review in 12 Months
Version 1.1 – 1.2 Draft	June 2015	1.1 Reviewed as per annual review schedule by Laura Crofts (Kirklees Council). Redesigned to contain just the overarching strategies behind emergency planning work – generic response elements have been merged into the incident response plan in order to reduce the number of documents needing consultation during a response 1.2 Amendments made by Laura Crofts based on Locala comments	Sent for Board Sign-Off
Version 2.0 -2.1 Final	2.0 October 2015 2.1 November 2015	2.0: Document finalised after board sign-off 2.1: Laura Amended based on Rationalisation Group comments: Section 2.3 – table of services removed and updated with list of services as per website to ensure nothing missed	Document due for full review October 2016
Version 2.2 Draft	August 2016	Reviewed by Laura Drew in advance of October 2016 Deadline based on findings of EPRR Assurance and general organisational changes.	Sent to Locala Resilience Group for Comment.
Version 3.0 Final	October 2016	Finalised by Laura Drew post consultation with the Locala Resilience Group.	Document issued as final and due for full review October 2017
Version 3.1 Draft	July 2017	Review begun by Laura Drew in advance of the October Locala Board meeting.	Sent to the Locala Resilience Group for comment.
Version 3.2 Draft	September 2017	Amended based on consultation with the Business Resilience Group.	Sent for attention of the board for sign-off
Version 3.3 Final	October 2017	Made Final	Signed off by the board
Version 3.4 Draft	September 2018	Annual review by Laura Drew	Sent to Locala Business Resilience Group for consultation.

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Version	Date	Created by / Amendments made by	Comments
Version 3.5	October 2018	Changes made by Laura Drew based on consultation results.	Sent for Board sign-off
Version 4.0 Final	December 2018	Plan signed off by Locala Operational Board (13 th December 2018)	Plan made Final in light of Sign Off. Due for Review October 2019
Version 4.1 Draft	October 2019	Plan underwent annual review by Laura Drew	Sent to Tracy Biddle and Amina Hans-Adam for consultation.
Version 4.2 Draft	November 2019	Changes made in line with comments from Tracy and Amina.	Sent for Board signoff.
Version 5.0 Final	November 2019	Plan signed off by Locala Operational Board (28 th November 2019)	Plan made Final in light of Sign Off. Due for Review November 2020
Version 5.1 Draft	October 2020	Plan underwent annual review by Laura Drew	Sent to Jon King and Amina Hans-Adam for consultation.
Version 5.2 Draft	November 2020	Plan updated post consultation by Laura Drew	Sent for Board ratification (Board date: 26 th November 2020)
Version 6.0 Final	February 2021	Plan signed off by Locala Operational Board (4 th February 2021)	Plan made Final in light of Sign Off. Due for Review February 2022