

## Audit Findings & Management Action Plan

Finding	Action												
<p><b><u>The Emergency Response plan has not been updated since 2017 and the Emergency Recovery plan has not been updated since 2019.</u></b></p> <p>The Emergency Response Plan and Emergency Recovery Plan are developed collectively by the partners of the Devon Emergency Planning Partnership (DEPP), and are not the sole responsibility of the council. Both plans have not undergone updates since 2017 and 2019, respectively, and there is no evidence that the plans have been updated following any training exercises or real emergencies. This lack of review may result in outdated procedures, misaligned responsibilities, and reduced preparedness for responding to and recovering from critical incidents.</p> <p>It should be noted that the Emergency Response plan is currently being revised, with all partners of the Devon Emergency Planning Partnership being asked to contribute.</p>	<p>Complete the revisions of the Emergency Response Plan ensuring active participation with all DEPP partners.</p> <p>Initiate a review and update of the Emergency Recovery Plan to address outdated procedures and responsibilities.</p> <p>Ensure the DEPP has a recurring review schedule for both plans to ensure updates occur after training exercises, real emergencies, or significant changes in operations.</p> <table border="1"> <tr> <td>Priority</td> <td>2</td> <td>SWAP Reference</td> <td>AP#7303</td> </tr> <tr> <td>Responsible Officer</td> <td colspan="3">Head of Environment and Waste</td> </tr> <tr> <td>Timescale</td> <td colspan="3">31 May 2026</td> </tr> </table>	Priority	2	SWAP Reference	AP#7303	Responsible Officer	Head of Environment and Waste			Timescale	31 May 2026		
Priority	2	SWAP Reference	AP#7303										
Responsible Officer	Head of Environment and Waste												
Timescale	31 May 2026												
<p><b><u>The Emergency Response and Recovery plans are not concise and user-friendly. In addition, there is no version control or change control process.</u></b></p> <p>The Emergency Response and Recovery plans lack clarity and accessibility, making them difficult for users to navigate effectively. Additionally, the absence of version control and a formal change control process creates risks of inconsistencies and untracked updates, potentially undermining the reliability of the plans during critical incidents.</p>	<p>The council will liaise with the wider DEPP partners to instigate a revision of the Emergency Response and Recovery plans to ensure clarity, conciseness, and ease of use.</p> <p>As stated above, the revised Emergency Response Plan, upon which partners of the DEPP have been asked to comment, does now include version control and a formal change control process to manage revisions consistently. The council will also ensure this is applied to the Emergency Recovery Plan.</p> <table border="1"> <tr> <td>Priority</td> <td>2</td> <td>SWAP Reference</td> <td>AP#7295</td> </tr> <tr> <td>Responsible Officer</td> <td colspan="3">Head of Environment and Waste</td> </tr> <tr> <td>Timescale</td> <td colspan="3">31 July 2026</td> </tr> </table>	Priority	2	SWAP Reference	AP#7295	Responsible Officer	Head of Environment and Waste			Timescale	31 July 2026		
Priority	2	SWAP Reference	AP#7295										
Responsible Officer	Head of Environment and Waste												
Timescale	31 July 2026												

Finding	Action												
<p><b><u>The council has not tested the effectiveness of the city centre evacuation plan in the event of an emergency.</u></b></p> <p>The council has not conducted a formal test of the city centre evacuation plan to assess its effectiveness in managing emergency scenarios. This lack of testing may result in unverified procedures, unclear roles, or unanticipated challenges during a real emergency, potentially compromising public safety and response coordination.</p>	<p>Schedule and conduct a comprehensive test of the city centre evacuation plan under simulated emergency conditions.</p> <p>Identify and address any gaps or weaknesses in the procedures.</p> <p>Provide training to all relevant stakeholders to ensure clarity of roles and enhance coordination during actual emergencies.</p> <p>Establish a recurring schedule for regular plan testing and updates.</p> <table border="1"> <tr> <td>Priority</td> <td>2</td> <td>SWAP Reference</td> <td>AP#7401</td> </tr> <tr> <td>Responsible Officer</td> <td colspan="3">Head of Environment and Waste</td> </tr> <tr> <td>Timescale</td> <td colspan="3">30 September 2026</td> </tr> </table>	Priority	2	SWAP Reference	AP#7401	Responsible Officer	Head of Environment and Waste			Timescale	30 September 2026		
Priority	2	SWAP Reference	AP#7401										
Responsible Officer	Head of Environment and Waste												
Timescale	30 September 2026												

Finding	Action												
<p><b><u>The emergency contact list has not been updated to show all the names and contact details of the Emergency Duty Officers, following the decision that all directors and heads of service would carry out this role.</u></b></p> <p>The emergency contact list is outdated and does not reflect the inclusion of all directors and heads of service as Emergency Duty Officers. This gap in documentation may hinder effective communication and response during emergencies.</p>	<p>The Head of Environment &amp; Waste has updated the emergency contact list to include all directors and heads of service designated as Emergency Duty Officers.</p> <p>A process has been established for regular reviews and updates to ensure the list remains current.</p> <p>The updated list has been added to the Emergency Planning Teams Channel and Intranet site.</p> <table border="1"> <tr> <td>Priority</td> <td>2</td> <td>SWAP Reference</td> <td>AP#7302</td> </tr> <tr> <td>Responsible Officer</td> <td colspan="3">Head of Environment and Waste</td> </tr> <tr> <td>Timescale</td> <td colspan="3">Action Complete</td> </tr> </table>	Priority	2	SWAP Reference	AP#7302	Responsible Officer	Head of Environment and Waste			Timescale	Action Complete		
Priority	2	SWAP Reference	AP#7302										
Responsible Officer	Head of Environment and Waste												
Timescale	Action Complete												

Finding	Action												
<p><b><u>The council does not currently have a designated emergency planning officer; instead, the responsibilities of this role are carried out by the Head of Environment and Waste.</u></b></p> <p>The council lacks a designated emergency planning officer, with responsibilities currently assigned to the Head of Environment and Waste. This dual role may impact the effectiveness and focus required for emergency planning activities due to competing priorities and resource constraints.</p>	<p>A larger review of the whole directorate is being undertaken. Senior management are aware that there is a necessity for a review as to whether a designated emergency planning officer is required.</p> <p>Discuss the need for a designated emergency planning officer with senior management to oversee preparedness, response, and recovery initiatives.</p> <p>Appoint a designated emergency planning officer, where deemed necessary.</p> <table border="1"> <tr> <td><b>Priority</b></td> <td style="background-color: #FFD700;">2</td> <td><b>SWAP Reference</b></td> <td>AP#7197</td> </tr> <tr> <td><b>Responsible Officer</b></td> <td colspan="3">Strategic Director Operations</td> </tr> <tr> <td><b>Timescale</b></td> <td colspan="3">30th June 2026</td> </tr> </table>	<b>Priority</b>	2	<b>SWAP Reference</b>	AP#7197	<b>Responsible Officer</b>	Strategic Director Operations			<b>Timescale</b>	30th June 2026		
<b>Priority</b>	2	<b>SWAP Reference</b>	AP#7197										
<b>Responsible Officer</b>	Strategic Director Operations												
<b>Timescale</b>	30th June 2026												

Finding	Action												
<p><b><u>Following a restructure, directors and heads of service are new to the role of Emergency Duty Officer. As such, they have received only minimal training. Few have been involved in any recent training exercises or in a real emergency situation to have tested their knowledge.</u></b></p> <p>Directors and heads of service, newly appointed as emergency duty officers, have received limited training for the role. Additionally, few have participated in recent scenario training exercises or handled actual emergency scenarios, which may impact the effectiveness of their response during critical situations.</p> <p>The results from the survey conducted with directors and heads of service also indicate that they would welcome scenario testing to support them in their role.</p> <p>The council would be vulnerable to challenge on what qualifications, or training, officers that play a role in response and/or recovery have obtained, or received, in relation to Emergency Planning and towards the council's responsibilities as a category 1 responder. It also places the council at risk of criticism should there be an incident and staff have not had the relevant training to be able to effectively respond to this.</p>	<p>The DEPP has recently created a Core Competency Framework which sets out the training requirements for all personnel when responding to and recovering from an emergency.</p> <p>Ensure that all directors and heads of service as emergency duty officers undertake the relevant training as prescribed within the Core Competency Framework, including refresher training. This should also incorporate scenario training exercises. All relevant officers will have tactical or strategic training, recovery training and partake in at least one exercise.</p> <p>Maintain detailed records of training completion to demonstrate compliance with emergency planning obligations and mitigate potential criticisms during incidents.</p> <table border="1"> <tr> <td><b>Priority</b></td> <td style="background-color: #FFD700;">2</td> <td><b>SWAP Reference</b></td> <td>AP#7304</td> </tr> <tr> <td><b>Responsible Officer</b></td> <td colspan="3">Head of Environment and Waste</td> </tr> <tr> <td><b>Timescale</b></td> <td colspan="3">31 October 2026</td> </tr> </table>	<b>Priority</b>	2	<b>SWAP Reference</b>	AP#7304	<b>Responsible Officer</b>	Head of Environment and Waste			<b>Timescale</b>	31 October 2026		
<b>Priority</b>	2	<b>SWAP Reference</b>	AP#7304										
<b>Responsible Officer</b>	Head of Environment and Waste												
<b>Timescale</b>	31 October 2026												

Finding	Action												
<p><b><u>Emergency Planning training for specific key roles, e.g., Emergency Support Officer (Loggist) has not yet been fully introduced across the council.</u></b></p> <p>As stated above, the DEPP has created a competency framework which sets out the training required for the different roles involved in emergency planning.</p> <p>The training for some critical roles, such as Emergency Support Officer (Loggist), has not been comprehensively implemented across the council. This gap may limit the council's ability to ensure consistent and effective emergency response capabilities.</p>	<p>Ensure the mandatory training program for all critical emergency response roles, including Emergency Support Officers (Loggists), is implemented. This will be broken down into specific measurables, depending on the role.</p> <p>Monitor participation and completion rates to ensure full implementation.</p> <p>Ensure periodic refresher training is undertaken in line with the frequency set out in the competency framework to maintain readiness and effectiveness.</p> <table border="1" data-bbox="1142 470 2110 606"> <tr> <td data-bbox="1142 470 1377 518"><b>Priority</b></td> <td data-bbox="1377 470 1624 518" style="background-color: #FFD700;">2</td> <td data-bbox="1624 470 1870 518"><b>SWAP Reference</b></td> <td data-bbox="1870 470 2110 518">AP#7400</td> </tr> <tr> <td data-bbox="1142 518 1624 566"><b>Responsible Officer</b></td> <td colspan="3" data-bbox="1624 518 2110 566">Head of Environment and Waste</td> </tr> <tr> <td data-bbox="1142 566 1624 606"><b>Timescale</b></td> <td colspan="3" data-bbox="1624 566 2110 606">30 November 2026</td> </tr> </table>	<b>Priority</b>	2	<b>SWAP Reference</b>	AP#7400	<b>Responsible Officer</b>	Head of Environment and Waste			<b>Timescale</b>	30 November 2026		
<b>Priority</b>	2	<b>SWAP Reference</b>	AP#7400										
<b>Responsible Officer</b>	Head of Environment and Waste												
<b>Timescale</b>	30 November 2026												