

## **Case Study:** MoD Strategic Resilience Guidance Document Development



### **Executive Summary**

#### **Background:**

In 2016 the MoD Development, Concept and Doctrine Centre sought support on the redrafting of the Defence Support to UK Resilience Doctrine publication to bring it in line with current practices.

The organisation had recognised the need to update the current guidance document in line with recent emergency deployments in support of local and national government directions.

#### **Squared Apples' Solution:**

Squared Apples was in a privileged position to have individuals with military crisis management experience, underpinned with recent strategic resilience knowledge and a number of years training and developing senior teams in crisis management. Squared Apples was able to support the organisation in giving an industry viewpoint of the doctrine as it was being drafted.

#### **Result:**

The document was developed with references to civilian and military practices. Best practice examples and key aspects of inter-agency working between military and industry were highlighted within the doctrine.

The document was circulated and accepted at government level, with local councils and MoD establishment receiving individual copies. Aspects of best practice within multi-agency working, emergency planning and disruptive event management were shared across the organisations.



# Detailed Case Study

## Background:

The MoD, as the Crisis Management element of national government, have doctrine and guidance documents on the management of disruptive events. One of these documents focusses on the support the MoD can give to local councils and civilian organisations in times of crisis. Joint Doctrine Publication (JDP) 02: Defence Contribution to UK Resilience Operations, provides guidance to military, local council and civilian establishments.

In 2016 it was identified that the 2008 version required extensive review and updating in order to bring it in line with the principles of BS:65000, ISO 22301 and BS11000, as well as the Joint Emergency Services Interoperability Programme.

## Squared Apples' Solution:

Working in support of the MoD Development, Concept and Doctrine Centre, Squared Apples staff, in an Armed Forces Reserve role, were able to provide expert advice and support to the writing team with academic and professional knowledge. Through a detailed understanding of BS:65000 and the military approach to crisis management planning, along with an awareness of industry and local government practices, Squared Apples was present in the development and review workshops.

Detailed discussions and in-depth reviews with the strategic leads of the JDP02 Working Group, led by the Defence Doctrine Centre Programme lead, resulted in collaborative working, stakeholder management and cross-referencing against national and international legislation and good practice.

## Services Provided:

Critical thinking

Stakeholder engagement

Academic and professional subject matter expertise

Teamwork

Document review against national and international standards

## Result:

With the collaborative approach across industry and defence, the writing team was able to deliver the strategic document on time to the Secretary of State for Defence for review and sign off. This enabled the document to be used as a formal guidance framework for civilian and military establishments, building UK resilience capability.

As a result of the support, local councils and government establishments have an up to date guidance document on how to utilise the military capability to its best effect.

Knowledge and practices have been incorporated into private and public training events to build greater understanding of strategic planning processes during times of emergencies or crisis.

Subsequently Squared Apples personnel have been requested to support the ongoing development of MoD senior leadership doctrine development frameworks.

## About Us

Squared Apples is a thought leader for organisational resilience. We deliver leadership, management, business continuity and disruptive event management advice and training.

Our experienced personnel have worked closely with organisations of all sizes, across the private and public sectors, to build a resilience culture within UK industry.

