

Paper 04b :

EP2020 Review Update

1. Introduction

This paper details the proposed approach to developing and delivering the 14 recommendations included in the EP2020 review, commissioned by LAP to consider Local Government Emergency Planning and Resilience for the 2020's.

2. Recommendations

- LAP endorse the proposed EP2020 delivery plan, see Annex A.
- LAP agree to receive further progress reports at future meetings.

3. Background

EP2020 contains 14 recommendations which were endorsed by LAP and CELC late last year. The ease of reference the recommendations are grouped into five sections:

1. Corporate Policy
2. Governance and Planning
3. Duty London Local Authority Arrangements
4. Borough Response Capability
5. Assurance

Requirements for developing and delivering the recommendations can be broken down in three distinct areas; corporate considerations, those requiring policy development and those which are extension of existing arrangements, such as Minimum Standards for London.

4. Delivery Plan

To support oversight by LAP, the recommendations have been incorporated into a draft delivery plan, see Annex A, which documents the steps necessary to monitor progress and where appropriate, take the recommendations from concept to fruition. Where interdependencies exist, it will be the role of LAP IG to ensure work is progressed in an efficient and coordinated fashion.

Within the delivery plan there are four key requirements which it is anticipated will play a key factor in supporting the work and enhance arrangements:

- LAP IG to draft a Sub-Regional Grouping Agreement underpinning enhanced collaboration and support a more equal contribution and benefit from sub-regional and regional operational and contingency planning.
- Establishment of a small task and finish group to consider HR related recommendations, including developing Common Standards for London Local Authority Emergency Planning Professionals.
- Establishing a small task and finish group to develop clearly defined measurable criteria, using a risk based methodology, to define the level of

- capacity and capability to be maintained by local authorities to address local incidents.
- Enhancing the remit of the existing Minimum Standards for London (MSL) Working Group to accept responsibility for developing the means by which MSLs are more formally audited. To note, DCLG and SOLACE have expressed interest in the idea of establishing reciprocal arrangements with other local authority areas from across the country.

5. Conclusion

It is recognised that moving EP2020 forward needs to be done in the most efficient manner possible. The proposed delivery plan is therefore designed to utilise existing structures and groups wherever possible. New working groups will be focused and time bound to ensure the burden is kept to an absolute minimum.

By adopting the proposed delivery plan, which will be maintained by the LAP Secretariat, members will have the means by which progress can easily be monitored and issues or concerns raised to them at the earliest time.

Annex A

Draft EP 2020 Delivery Plan v0.2

No	Recommendation	Action Plan	Lead	Target Date	Status
	Corporate Policy				
1.	<p>Consideration should be given to developing a corporate resource of professional advice, support and oversight. This might best be achieved by developing and broadening the role of Emergency Planning Teams to encompass support and oversight of:</p> <p>a) Organisational compliance with the Civil Contingencies Act (2004);</p> <p>b) Organisational compliance with Minimum Standards for London;</p> <p>c) The organisations ability to effectively respond to a localised incident;</p> <p>d) The organisations ability to maintain critical services in the lead up to and during emergencies as required by the Civil Contingencies Act and supported by the International Standard for Business Continuity ISO 22301.</p> <p>To support this aim, consideration should be given to locating emergency planning teams</p>	<p>Report to be presented to Directors on 24th October 2016</p> <p>Report to be presented to CELC on 4th November 2016</p> <p>Success criteria and means of assessment to be developed.</p> <p>Assessment to be conducted following adoption of common standards for EP staff (see recommendation 3). Note: This could potentially be included in the MSL process or await the two year review of EP2020 recommendations.</p> <p>Recommendation to be included as a standing agenda item at Director meetings; which will be held annually.</p>	<p>Secretariat</p> <p>Secretariat</p> <p>LAP IG</p> <p>TBC</p> <p>Secretariat</p>	<p>24/10/16</p> <p>04/11/16</p> <p>30/09/17</p> <p>31/03/18 or 31/03/19</p> <p>Continuous</p>	<p>Complete</p> <p>Complete</p>

	within central directorates or ensure effective lines of reporting and communication are in place to enable them to deliver effective professional corporate level support.				
2.	To support a co-ordinated and efficient approach to maintaining organisational resilience at a time when efficiencies are imperative, consideration should be given to incorporating business continuity functions into the core duties of emergency planning teams, where this is not already the case.	MSLs to be reviewed to assess their suitability to effectively assess success. .	MSL WG	31/06/17	
		MSLs to be enhanced where appropriate, e.g. ensuring EP plans have BC considerations included. Note: if MSLs are considered inappropriate, an alternative assessment method will need to be developed.	MSL WG LAP IG	31/09/17	
		Recommendation to be included as a standing agenda item at Director meetings; which will be held annually.	Secretariat	Continuous	
		Success of recommendation to be considered when EP 2020 recommendations are collectively reviewed in 2 years	LAP	31/03/19.	
Governance and Planning					

3.	Common Standards for London Local Authority Emergency Planning Professionals, reflecting core competencies, should be adopted as a matter of policy by all local authorities and then continuously reviewed to support staff recruitment, development and service delivery.	LAP IG Working Group to be established with membership from: <ul style="list-style-type: none"> LAP IG Senior local authority HR representative (City of London have agreed) LGA/Solace 	LAP IG	31/03/17	
		Common Standards to be developed for consideration and sign off by LAP	LAP IG WG	31/09/17	
		Common Standards to be presented to all Directors with responsibility for HR via London Councils	Secretariat	30/11/17	
4.	A Sub-Regional Lead Local Authority should be identified to co-ordinate enhanced collaboration and support a more equal contribution and benefit from sub-regional and regional operational and contingency planning. This arrangement should be underpinned by an output based Service Level Agreement and reviewed against clearly defined success criteria every two years.	Central Group to conduct an assessment of likely demands	Central EPO Group	28/02/17	
		Agreement to be obtained from existing LAP IG member chief execs confirming their organisations acceptance of sub regional lead local authority responsibilities.	Chair of LAP	28/02/17	
		Draft SLA template to be developed and signed off by LAP	Adam Viccari	31/03/17	
		Sub-Regional SLAs to be personalised and signed by all local authorities	All LAs	31/05/17	
5.	Local Authority Panel Implementation Group (LAP IG) members should accept a more	Review LAP IG terms of reference, ensuring member roles compliment	LAP IG	28/02/17	

	<p>proactive role in:</p> <p>a) managing the three year Local Authority Panel Business Plan and co-ordination of sub-regional activity to ensure a balanced distribution of work;</p> <p>b) agreeing with respective peers in each sub-regional group the appropriate means of delivering allocated workstreams in accordance with the Service Level Agreement.</p>	<p>the SLA (recommendation 4) compliments members role.</p>			
		<p>Revised LAP IG ToR to be signed off by LAP</p>	LAP	31/06/17	
	Duty Local Authority Gold Arrangements				
6.	<p>Local Authority Panel (LAP) membership should carry with it the expectation that members will:</p> <p>a) be the local authority representatives on a cadre of multi-agency strategic leads available to Chair Strategic Coordination Groups;</p> <p>b) undertake multi-agency training to an accredited standard, when developed, to prepare them to Chair Strategic Coordination Groups;</p> <p>c) step in as London Local Authority Gold (LLAG) when necessary to ensure consistency of representation and ease the transition of Chairing the Strategic Coordination Group from the Metropolitan Police Service or other partner agency to</p>	<p>London Resilience to work with EPC to support the development of SCC Chair training relevant to local authority chief executives and the wider London Resilience Partnership</p>	London Resilience	Ongoing	
		<p>All LAP members invited to attend SCG Chair training when developed to focus on broader strategic considerations</p>	London Resilience	31/12/17	

	local authorities; d) where appropriate shadow the Strategic Coordination Group Chair to ease transition prior to accepting responsibility.				
7.	All chief executives should wherever possible shadow the current LLAG prior to taking over the role during an incident.	To be incorporated in LLAG training and guidance included in the LLAG Operating Procedure.	London Resilience	Continuous	
8.	All chief executives should attend periodical training events delivered by accredited trainers and participate in a structured exercise programme to prepare them to undertake London Local Authority Gold duties.	LLAG training to be developed focusing on broader strategic considerations with a local authority emphasis.	London Resilience	31/03/17	
		All chief executives attend London specific LLAG training	All chief executives	30/06/17	
		All chief executives attend a Strategic Co-ordination Conferences every two years		Continuous	
Borough Response Capability					
9.	All local authorities should support the standardisation work currently being progressed and adopt consistent protocols and	Lap IG Standardisation Working Group established	LAP IG		Complete

	procedures for core response functions when published.	All chief executives sign up to the principle of standardisation	Secretariat		Complete
		Standardisation criteria as determined by a LAP IG WG (see recommendation 14 actions) are incorporated into MSLs	MSL WG		30/06/17
		Success of recommendation to be considered when EP 2020 recommendations are collectively reviewed in 2 years.	LAP		31/03/19
10.	In order to mitigate any reduction in resource available to support an organisational response, a further piece of work should be initiated to consider the means of: a) identifying local authority roles which possess the requisite core competencies to support operational response and recovery functions; b) identifying the means by which staff undertaking the roles can be incorporated into operational plans; c) ensuring staff are available to undertake the requisite level of training and exercises and are released to undertake response roles during emergencies.	LAP IG WG to be established (suggest same group as recommendation 3)	LAP IG	31/3/17	

		Options to be developed for LAP suggesting the means of addressing this recommendation	LAP IG WG	31/09/17	
		Agreed approach to be shared with EP Teams, Directors and Senior Officers responsible for HR within all local authorities.	Secretariat	31/11/17	
	Assurance				
11.	The means by which Minimum Standards for London are formally audited should be agreed by chief executives to offer them the single means by which London local authority emergency planning is accurately assessed.	LAP to consider outcomes from 2016 process	London Resilience	02/02/17	
		LAP IG MSL Working Group Terms of Reference to be reviewed.	LAP IG	31/03/17	
		DCLG/LGA/SOLACE to be approached to discuss options for developing with other local authority regions, reciprocal peer review arrangements. This is designed to add transparency and formalise the MSL review process	Secretariat	31/03/17	
		LAP IG MSL Working Group reconvene in Feb/March 2017 with LAP IG member included to consider effectiveness of process and consider options for enhancing the process and	MSL WG	31/03/17	

		supporting external participation.			
		Enhanced MSL review process delivered before the end of F2017/18.	LAP IG	31/03/18	
12.	Minimum Standards for London should be realigned to more accurately reflect service requirements: a) Immediate Response Capabilities (covering both local and LLAG operations); b) Contingency Planning to develop capabilities to deal with acute shocks; c) Business Continuity Planning and Corporate Assurance; d) Longer Term Resilience Strategies to provide resilience for chronic stresses.	To be discussed at LAP IG	London Resilience		Complete
		MSL WG to action direction from LAP IG	MSL WG	31/03/17	
13.	All Minimum Standards for London results should continue to be consolidated to offer an annual assessment of capacity and capability and include the means by which urgent concerns can be escalated to chief executives.	Process to continue to be undertaken by London Resilience on behalf of LAP.	London Resilience	Continuous	
14.	Greater detail should be added to Minimum Standards for London pertaining to immediate response capabilities, including clearly defined measurable criteria to offer meaningful assurance such as baseline numbers of	LAP IG Working Group to be established comprising a minimum of: <ul style="list-style-type: none"> LAP IG member Risk Specialist Researcher (development opportunity) 	LAP IG	31/03/17	

	<p>trained staff, defined response times and length of operation to be sustained, to define the level of capacity and capability to be maintained by local authorities to address local incidents.</p>	<p>LAP IG WG to develop proposals for adding greater detail and more robust measurable criteria. Note: This links to the work being undertaken to deliver recommendation 9- standardisation.</p>	LAP IG WG	31/06/17	
		<p>LAP IG review proposals and agree final version for LAP to consider</p>	LAP IG	31/09/17	
		<p>LAP agree final version of MSLs.</p>	LAP	31/10/17	