



Emergency Planning into the 2020's

April 2018 - Refresh

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Introduction

This report contains a set of 27 recommendations, which if endorsed, will offer clear direction to chief executives on the approach required by London local authorities to efficiently reinforce services and ensure they can continue to provide effective individual and collective leadership on resilience into the 2020's.

Background

On the 7th February the Local Authorities' Panel (LAP) endorsed a high-level implementation plan designed to address 11 recommendations contained in the Independent Peer Challenge Review conducted by Tom Riordan and Mary Ney between October 2017 and February 2018.

Tom and Mary noted that the Recommendations for Local Government Emergency Planning and Resilience for the 2020's (EP 2020) report contained a range of recommendations that are in the process of implementation and endorsed this improvement work. It then goes on to make further recommendations to build on EP2020, considering the further experiences and learning during 2017.

In addition to the Peer Challenge, LAP also commissioned a review of assurance and requested recommendations on how chief executives could be assured of individual and collective preparedness, particularly capacity and capability, through a credible, transparent, efficient and cost-effective approach. The draft report produced by Sean Ruth Consultancy contains 15 recommendations.

Recommendation Review

To ensure the refreshed EP 2020 recommendations remain relevant, concise and similarity or duplication is avoided, all recommendations included in the following reports were analysed:

- Recommendations for Local Government Emergency Planning and Resilience for the 2020's – (EP 2020)
- London Local Government's Collective Resilience Arrangements Independent Peer Challenge Tom Riordan and Mary Ney, February 2018
- An assurance framework for London Local Government 'Providing individual and collective assurance' - Sean Ruth, February 2018

In addition, areas requiring immediate development identified during one to one meetings with lead officers from the Grenfell Fire Response Team, have also been included along with a review of large scale incidents which occurred in 2017.

Those recommendations already delivered or considered no longer relevant have been removed. The source documents have previously been circulated but are available on request. The full set of consolidated recommendations are:

Overarching

1. Refresh EP2020 to incorporate the work of the independent peer challenge, into an agreed implementation plan. Council leaders, directly elected mayors and chief executives should provide clear leadership for resilience (including through active engagement in training and exercising) to ensure the effectiveness of arrangements in all boroughs for even the most significant test and thereby provide a robust annual assurance to regional and national partners and in turn the public.
2. All London Local Authorities adopt the assurance framework recommended in the Sean Ruth Review 2018 and commit to credible selfassessment locally led by chief executives and overseen by Members which focuses on capacity and capability and organisational commitment to the resilience agenda. This local assurance is supported by sub-regional peer challenge and external independent peer review.

Corporate Policy

3. All London Local Authorities should maintain a corporate resource of professional advice, support and oversight. This is best be achieved by developing and broadening the role of Emergency Planning Teams to encompass support and oversight of:
 - a) Organisational compliance with the Civil Contingencies Act (2004);
 - b) Organisational compliance with new Resilience Standards for London;
 - c) The organisations ability to effectively respond to a localised incident;
 - d) The organisation's business continuity capability 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.

To support this aim, consideration should be given to locating emergency planning teams within central directorates or ensure effective lines of reporting and communication are in place to enable them to deliver effective professional corporate level support.

4. Common Standards for London Local Authority Emergency Planning Professionals, reflecting core competencies, should be developed and then adopted as a matter of policy by all local authorities and then continuously reviewed to support staff recruitment, development and service delivery.
5. Develop and agree the role of councillors in preparation for (e.g. assurance role), response to and recovery from (e.g. community leadership role rather than operational role) emergencies.
6. Ensure boroughs recognise the importance of community resilience and have clear community engagement and liaison plans in place, with strong relationships across each sector, that are well connected to emergency plans. Ensure that boroughs understand the impact of incidents (both local and other) on their communities. Test the robustness of these plans and arrangements locally with key community and faith groups.
7. To support a co-ordinated an 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.

Governance

8. A review of the Gold Resolution and Addendum should be commissioned to consider options to make triggers and the escalation process clearer.

9. A review should be commissioned to consider options for enhancing, where appropriate, the mutual aid policy which is underpinned by the memorandum of understanding (MoU).
10. London Local Authority Chief Executives should reaffirm the Local Authorities' Panel and Implementation Group as the accountable body to drive the refreshed EP2020 Implementation Plan, with the immediate priority of clarifying, simplifying and strengthening the sub-regional arrangements with a lead chief executive for each area.
11. The role of Local Authorities' Panel members, who are nominated by chief executive peers within each sub-regional grouping to represent their views, should include:
 - a) Taking a lead chief executive role on resilience in their respective sub-regional grouping.
 - b) Maintaining oversight of collective assurance of their respective sub-region.
 - c) Championing the principle of all boroughs contributing equally to sub-regional and regional planning in support of the LAP business plan, and local initiatives, for equal benefit.
12. Multi-Agency Sub-Regional Resilience Fora (SRRF) should be replaced by local authority sub-regional group meetings chaired by the respective LAP Member and comprising strategic level representatives, such as chief executives or directors with responsibility for emergency planning from each borough and supported by emergency planning managers. Partners should be invited as necessary. Secretariat support should be provided by a central resource to reduce the burden on boroughs. The new group meetings should focus on:
 - a) Assurance
 - b) Fostering collaboration to enhance resilience
 - c) Overseeing the equal contribution to sub-regional and regional operational and contingency planning.

Note: Vital to the success of local authority sub-regional grouping meetings will be the technical advice provided by emergency planning manager's when supporting their respective strategic level representatives.
13. A centralised approach should be developed to enhance support to regional peer groups such as Housing Directors, HR Directors, ADASS, Mortuary Managers and LoTAG. This will assist in developing greater local authority ownership of the resilience agenda across service areas.
14. Local Authority Panel Implementation Group (LAP IG) members should take a leading role in:
 - a) Managing the three-year Local Authority Panel Business Plan and offering advice to LAP members on implementation approaches and a balanced distribution of work;

- b) Working with central support; agree with respective peers in each sub-regional group the appropriate means of delivering allocated workstreams in accordance with established pan-London working practices.

Planning

- 15. Local Authorities' Panel should engage with the LRF to simplify joint plans and support arrangements between blue light partners and councils.
- 16. Local Authorities' Panel should engage central government departments securing a single and efficient point of contact through MHCLG.
- 17. London local authorities should formally recognise in plans the role of Mayor of London as the voice of London and Londoners, and for the communications and advocacy role rather than having a direct operational role in response and recovery.
- 18. Building on learning from the experiences of the humanitarian and welfare response in 2017 provided to victims and survivors, the Local Authorities' Panel should commission a review of current plans and exercising, including: the robustness of the initial response; arrangements for longer term response; information sharing; a consistent approach to case management; role of the key worker; achieving consistency of service over a prolonged period; specialist skills; clear well understood and published arrangements for a standing charity for effective collection and distribution to those affected by tragedies; and co-ordination across agencies.
- 19. Local Authorities' Panel should commission work to develop plans and procedures to address learning from incidents in 2017 with specific reference to:
 - a) Short to medium term accommodation to those made homeless by an incident
 - b) Family and Friends Assistance Centre
 - c) Physical donations
 - d) Trusts and foundations
 - e) Communications – delivery of an effective response in the age of social media
 - f) Recovery phase coordination – infrastructure and people

Local Authority Gold Arrangements

- 20. All chief executives and their deputies? 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.

Borough Response Capability

21. All local authorities should support the standardisation work, including principles detailed in the concept of operations currently being progressed, and adopt consistent protocols and procedures for core response functions when published.
22. To mitigate any reduction in resource available to support an organisational response, a further piece of work should be initiated, linked to the current Standardisation initiative, 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 how 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.

Assurance

23. The Local Authorities' Panel should oversee the development and implementation of a clear assurance framework to set expected and consistent standards at borough and regional levels, across all relevant aspects of resilience, and provide an annual assurance report to regional and national partners. This should utilise peer challenge and improvement partner arrangements to ensure all boroughs operate to a high and consistent standard with the right level of capacity and capability.
24. As part of the Assurance Framework, boroughs need to ensure that they have clear community engagement and liaison plans in place and that they understand the impact of incidents on their communities.
25. 'Minimum Standards for London' should be re-branded 'Resilience Standards for London' and to more accurately reflect service requirements, consideration should be given to aligning the assurance process to:
 - 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.
26. All local assurance results should continue to be consolidated for the Local Authorities Panel to offer an annual assessment of collective capacity and capability across London and include the way urgent concerns can be escalated to chief executives.

- 27. Greater detail should be added to assurance criteria pertaining to immediate response capabilities, including clearly defined measurable criteria such as; baseline numbers of trained staff, defined response times and length of operation to be sustained, to establish the level of capacity and capability to be maintained by local authorities to address local incidents.

Delivery Approach

To effectively deliver recommendations on this scale and with this level of complexity, it is important to understand the inter-dependencies of the recommendations, the priority and the principle actions necessary to ensure success of each recommendation. These are provided within the action plan at Annex A. It is evident that following endorsement of the approach detailed in this report, further discussion will be required on sequencing of all the activities and ensuring there is clarity on how it all fits together.

This report follows the principles set by the original EP 2020 review by consolidating the recommendations into logical groupings. This approach has assisted with the identification of inter-dependencies, timeframes for implementation, appropriate action plans to deliver the recommendations in the most efficient and cost-effective way without creating additional burdens for borough emergency planning teams. See Annex A for the detailed implementation Plan and Annex B for the delivery timeline.

Delivering the 27 recommendations will require additional resource and a significant amount of coordination. See Annex C for a proposal on the means of delivering the recommendations and how enhanced centralised support will link to existing structures.

To ensure LAP and LAP IG members remain sighted on the progress of each recommendation, a status report along with any matters requiring decisions will be tabled at all future meetings.

Annex A

Detailed Implementation Plan

Overarching Recommendations

1. Refresh EP2020 to incorporate the work of the independent peer challenge, into an agreed implementation plan. Council leaders, directly elected mayors and chief executives should provide clear leadership for resilience (including through active engagement in training and exercising) to ensure the effectiveness of arrangements in all boroughs for even the most significant test and thereby provide a robust annual assurance to regional and national partners and in turn the public.	
Action Plan: • Review all recommendations from:	Timeframe: 0 - 3 months

- Original EP2020
- Peer Challenge
- Assurance Review
- Initial Local Authority Learning from Grenfell Tower Fire Response
- Draft a consolidated set of recommendations and incorporate into a refreshed EP2020 Implementation Plan.
- Circulate draft implementation plan to LAP IG members for comment back via LAP members
- Present draft Implementation plan to an extraordinary LAP meeting on 18th April 2018
- Finalise Implementation Plan and present to CELC.
- Share finalised Implementation Plan with directors, emergency planning teams and other key stakeholders
- Update the LAP Business Plan to ensure it includes all activities and priorities detailed in the implementation plan.
- Review the SLA between LAP on behalf of all boroughs, the London Fire Commissioner and City of London Corporation
- Research and subsequent production of a check list, including guidance, for chief executives specifying criteria necessary to support their oversight of local resilience and assurance.
- Offer update on status of implementation plan to Leaders Committee on 10th July 2018

Origin of Recommendation: Independent Peer Challenge
Relationship with other Recommendations: All
Delivery Approach Central Resource supported by LAP IG and London Resilience Group in its capacity as Secretariat to LAP and LAP IG.

2. All London Local Authorities adopt the assurance framework recommended in the *Sean Ruth Review 2018* and commit to credible selfassessment locally led by chief executives and overseen by Members which focuses on capacity and capability and organisational commitment to the resilience agenda. This local assurance is supported by sub-regional peer challenge and external independent peer review.

- Action Plan:**
- LAP to review the Sean Ruth Review 2018 and endorse some/all recommendations.
 - Development of a communications strategy for delivery by LAP Members on the revised assurance approach.
 - Delivery of the communications strategy at CELC.
 - Review of existing governance arrangements in all boroughs.

Timeframe: 9 - 12 months
Origin of Recommendation: Assurance Review

- Establishment of a new member led oversight facility for resilience where necessary.
- Agreement from all chief executives that their organisations will adopt the new assurance framework.
- Assurance to be included as a standing agenda item at local authority sub-regional group meetings.
- Implementation of an enhanced assurance process.

Relationship with other Recommendations:

- 23 - LAP oversee development and delivery of new assurance framework.
- 24 - As part of the Assurance Framework, boroughs need to ensure that they have clear community engagement and liaison plans.
- 25 - *'Minimum Standards for London'* should be re-branded *'Resilience Standards for London'*
- 26 - assurance results should continue to be consolidated for LAP.
- 27 – Greater detail should be added to assurance criteria pertaining to response capabilities.

Delivery Approach:

Central Resource, All Chief Executives and Emergency Planning Teams

Corporate Policy

3. All London Local Authorities should maintain a corporate resource of professional advice, support and oversight. This is best be achieved by developing and broadening the role of Emergency Planning Teams to encompass support and oversight of:

- a) Organisational compliance with the Civil Contingencies Act (2004);
- b) Organisational compliance with Minimum Standards for London;
- c) The organisation’s ability to effectively respond to a localised incident;
- d) The organisation’s 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.

To support this aim, consideration should be given to locating emergency planning teams within central directorates or ensure effective lines of reporting and communication are in place to enable them to deliver effective professional corporate level support.

<p>Action Plan:</p> <ul style="list-style-type: none"> • Success criteria and means of assessment to be developed and linked to the assurance process. • Further assessment to be conducted following adoption of common standards for EP staff. 	<p>Timeframe: 6 - 12 months</p>
	<p>Origin of Recommendation: Original EP2020</p>
	<p>Relationship with other Recommendations:</p> <p>2 - All London Local Authorities adopt the assurance framework.</p> <p>4 - Common Standards for London Emergency Planning Professionals to be developed.</p>
	<p>Delivery Approach:</p> <p>Consultancy supported by central resource</p>

4. Common Standards for London Local Authority Emergency Planning Professionals, reflecting core competencies, should be developed and then adopted as a matter of policy by all local authorities and then continuously reviewed to support staff recruitment, development and service delivery.

<p>Action Plan:</p> <ul style="list-style-type: none"> • Research good practice and existing relevant standards • Consult with existing emergency planning teams via LAP IG. • Draft common standards to be developed in consultation with Directors of HR via London Councils • Draft common standards to be endorsed by LAP • Finalised Common Standards to be presented to Directors of HR and CELC. • All boroughs adopt common standards for London Local Authority Emergency Planning Professionals • Common Standards applied to future recruitment rounds in all boroughs. 	<p>Timeframe: 6 - 12 months</p>
	<p>Origin of Recommendation: Original EP2020</p>
	<p>Relationship with other Recommendations: 3 - All London Local Authorities should maintain a corporate resource of professional advice, support and oversight.</p>
	<p>Delivery Approach: Consultancy</p>

5. Develop and agree the role of councillors in preparation for (e.g. assurance role), response to and recovery from (e.g. community leadership role rather than operational role) emergencies.

Action Plan: Role

- Conduct research and identify good practice in terms of the role of Leaders and Members
- With assistance from London Councils, engage with leading Members to support the development of a draft role description for Members and Leaders with an emphasis on community cohesion, civic leadership, engagement and communication at the time of incidents as well as a role in ensuring London Local Government's collective preparedness, recovery arrangements and the reputation of London Local Government.
- Present draft role description to LAP and London Councils following appropriate consultation with key stakeholders.
- Present role description to Leaders Committee for endorsement at a time agreed by London Councils.
- Develop London specific guidance for Leaders and Members on resilience and assurance.

Training

- Conduct research and identify good practice in current training for Leaders and Members
- Identify the most effective means of delivering training to Leaders and Members.
- Develop training package
- Deliver training package

Support during response and Recovery Phase

- Conduct research and identify good practice in terms of support offered to Members and Leaders in the lead up to and during incidents and during the recovery phase following incidents.
- Develop guidance on protocols and procedures necessary to support Leaders and Members to ensure they are briefed and able to effectively support the overall response and recovery process.
- Present draft plan to LAP for consideration.
- Present finalised plan to Leaders Committee on 10th July for endorsement prior to establishing a London-wide policy.

Timeframe: 6 - 12 months

Origin of Recommendation:

Peer Challenge
Initial Learning from Incidents in 2017

Relationship with other Recommendations:

6 - Ensure boroughs recognise the importance of community resilience
24 - As part of the Assurance Framework, boroughs need to ensure that they have clear community engagement and liaison plans

Delivery Approach:

Consultancy

6. Ensure boroughs recognise the importance of community resilience and have clear community engagement and liaison plans in place, with strong relationships across each sector, that are well connected to emergency plans. Ensure that boroughs understand the impact of incidents (both local and other) on their communities. Test the robustness of these plans and arrangements locally with key community and faith groups.

Action Plan:

- Conduct research and identify good practice in terms of community engagement and liaison plans
- Review feedback produced during one to one interviews held with the lead officer involved in community engagement when part of the Grenfell Fire Response Team.
- Develop guidance or plan as necessary.
- Develop assessment criteria to be included in local assurance processes.
- Include in the resilience checklist and guidance for chief executives.

Timeframe: 3 - 6 months

Origin of Recommendation:

Independent Peer Challenge
Initial Learning from Incidents in 2017

Relationship with other Recommendations: 5

- Develop and agree the role of councillors
19 - Local Authorities' Panel should commission work to develop plans and procedures to address learning from incidents in 2017.
24. As part of the Assurance Framework, boroughs need to ensure that they have clear community engagement and liaison plans in place.

Delivery Approach:

Central Resource

7. 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.

Action Plan:

- LAP members to encourage all chief executives to adopt this approach if not already done so.
- Success criteria and means of assessment to be developed and linked to the assurance process.
- Assessment to be conducted following adoption of common standards for EP staff.

Timeframe: 6 - 12 months

Origin of Recommendation: Original EP2020

Relationship with other Recommendations:
 3 - All London Local Authorities should maintain a corporate resource of professional advice, support and oversight.
 4 - Common Standards for London Local Authority Emergency Planning Professionals

Delivery Approach:
 LAP

Governance

8. A review of the Gold Resolution and Addendum should be commissioned to consider options to make triggers and the escalation process clearer.

<p>Action Plan:</p> <ul style="list-style-type: none"> London Councils to commission a legal review of the Gold Resolution and addendum to consider opportunities to make triggers and the escalation process clearer. The scope of the review should include consideration of whether greater clarity can be achieved by amending the face of the resolution or whether it would be more effective to seek to reach a shared view on purpose, supported by the development of suitable guidance. <p><u>If amendment to the Resolution is required</u></p> <ul style="list-style-type: none"> Produce draft Gold Resolution based on legal advice LAP and then CELC to be consulted on re-drafted Resolution Finalised resolution to be presented to Leaders Committee • Gold Resolution presented to all 33 Councils for endorsement. Review existing training delivered to chief executives on the LLAG and SCG Chairs rota and enhance where necessary. <p><u>If Resolution does not require amendment</u></p> <ul style="list-style-type: none"> Review existing training delivered to chief executives on the LLAG and SCG Chairs rota and enhance where necessary. Initiate a communications strategy to raise awareness and understanding of local authority policy following review of the Gold Resolution. Formalise the role of the SCG Chairs Rota in supporting the LC Chief Executive in briefing Leaders on critical decisions evoking the Gold Resolution, ensuring that this is done in a timely and appropriate manner. 	<p>Timeframe: 3 - 6 months</p> <p>Origin of Recommendation: Independent Peer Challenge</p> <p>Relationship with other Recommendations: 5 - Develop and agree the role of councillors 9 - Review mutual aid policy</p> <p>Delivery Approach: London Councils, Central Resource and London Resilience Group</p>
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<p>9. A review should be commissioned to consider options for enhancing, where appropriate, the mutual aid policy which is underpinned by the memorandum of understanding (MoU).</p>	
<p>Action Plan:</p> <ul style="list-style-type: none"> • Conduct a review of the Mutual Aid MOU covering both front-line services and senior expert support plus the principles required to underpin collective and consistent application of the agreement. • Draft changes to the Mutual Aid MOU and recommend changes to application of the agreement if required. • Conduct research and scope opportunities for a database of assets and including benefits. <p><u>Database of Assets</u></p> <ul style="list-style-type: none"> • Produce a user specification based on consultation with emergency planning teams. • Conduct a review of existing systems and processes • Consult with system providers to ascertain availability and cost of existing or bespoke systems. • Produce proposals for LAP on the means of best delivering and maintaining a Londonwide database of assets. <p><u>If an existing system can be applied</u></p> <ul style="list-style-type: none"> • Engage with providers to discuss cost, reliability, accessibility and security of data. • Develop policies and protocols to ensure the maintenance and availability of the database 24/7. <p><u>If a bespoke system is required</u></p> <ul style="list-style-type: none"> • Engage with system developers or existing service providers to scope out system specifications and costings. • If a sound business case is established, initiate a procurement process. • Initiate a robust testing programme • Develop policies and protocols to ensure the maintenance and availability of the database 24/7. • 	<p>Timeframe: 3 - 6 months: MOU Review TBC: Database of Assets</p>
	<p>Origin of Recommendation: Independent Peer Challenge</p>
	<p>Relationship with other Recommendations: 8 - Review the Gold Resolution</p>
	<p>Delivery Approach: Consultancy</p>

10. London Local Authority Chief Executives should reaffirm the Local Authorities' Panel and Implementation Group as the accountable body to drive the refreshed EP2020 Implementation Plan, with the immediate priority of clarifying, simplifying and strengthening the sub-regional arrangements with a lead chief executive for each area.

<p>Action Plan:</p> <ul style="list-style-type: none"> • Review terms of reference for LAP and LAP IG. • Produce draft terms of reference for consideration by LAP and LAP IG • Consult with all Emergency Planning Teams • Present draft terms of reference for LAP and LAP IG for agreement. • Finalised terms of reference to be presented to CELC. 	<p>Timeframe: 0 - 3 months</p>
	<p>Origin of Recommendation: Independent Peer Challenge</p>
	<p>Relationship with other Recommendations: 11 - Role of LAP Members 12 - Replace multi-agency SRRFs with local authority sub-regional groups</p>
	<p>Delivery Approach: London Resilience Group supported by Central Resource and LAP IG</p>

11. The role of Local Authorities' Panel members, who are nominated by chief executive peers within each sub-regional grouping to represent their views, should include:

- a) Taking a lead chief executive role on resilience in their respective sub-regional grouping.
- b) Maintaining oversight of collective assurance.
- c) Championing the principle of all boroughs contributing equally to sub-regional and regional planning in support of the LAP business plan, and local initiatives, for equal benefit.

<p>Action Plan:</p> <ul style="list-style-type: none"> • Include in terms of reference for LAP • Develop terms of reference for Local authority sub-regional groups • Brief all chief executives at CELC on the role of LAP members 	<p>Timeframe: 0 - 3 months</p>
	<p>Origin of Recommendation: Consolidation of principles contained in: Original EP2020 Independent Peer Challenge Assurance Review</p>
	<p>Relationship with other Recommendations: 10 - Reaffirm the Local Authorities' Panel and Implementation Group as the accountable body to drive the refreshed EP2020 Implementation Plan 12 - Replace multi-agency SRRFs with local authority sub-regional groups</p>
	<p>Delivery Approach: Central Resource and London Resilience Group</p>

- 12.** Multi-Agency Sub-Regional Resilience Fora (SRRF) should be replaced by local authority sub-regional group meetings chaired by the respective LAP Member and comprising strategic level representatives, such as chief executives or Directors with responsibility for emergency planning, from each borough and supported by Emergency Planning Managers. Partners should be invited as necessary. Secretariat support should be provided by a central resource to reduce the burden on boroughs. The new group meetings should focus on:
- a) Assurance
 - b) Fostering collaboration to enhance resilience
 - c) Overseeing the equal contribution to sub-regional and regional operational and contingency planning.

Note: this does not dispense with the need for LAP members to engage with emergency planning managers in their areas.

Action Plan:

- Support the process undertaken by London Resilience in consulting with partners and local authority officers on the value of multi-agency SRRFs.
- Findings from the consultation to be reported to LRF on 18th June 2018.
- Review additional established local authority group/alliance boundaries.
- Consult and then develop draft terms of reference for local authority specific sub-regional group meetings.
- Produce recommendations for LAP on local authority sub-regional boundaries for the local authority specific meetings and collaboration.

Timeframe: 3 - 6 months

Origin of Recommendation:

Consolidation of principles contained in:
 Original EP2020
 Independent Peer Challenge
 Assurance Review
 Initial Learning from Grenfell

Relationship with other Recommendations:

10 - Reaffirm the Local Authorities' Panel and Implementation Group as the accountable body to drive the refreshed EP2020 Implementation Plan
 11 - The role of Local Authorities' Panel, members

Delivery Approach:

Central Resource

13. A centralised approach should be developed to enhance support to regional peer groups such as Housing Directors, HR Directors, ADASS, Mortuary Managers and LoTAG. This will assist in developing greater local authority ownership of the resilience agenda across service areas.

Action Plan:

- Mapping Exercise to be conducted in conjunction with London Councils to identify peer groups who would benefit from engagement or the establishment of peer groups where not currently in existence.
- Engagement Plan to be developed and include a clear narrative that can consistently be put to these groups as to what the purpose of this engagement will be and what specifically we are looking for.
- Liaison with London Councils to support contact and initial engagement with Chairs.
- Establishment of communication channels between Peer Groups, LAP, LAP IG and local authority sub-regional groups.

Timeframe: 3 - 6 months

Origin of Recommendation:

Consolidation of principles contained in the original EP2020.
Initial learning from incidents in 2017.

Relationship with other Recommendations:

12 - Establishment of local authority sub-regional group meetings.

Delivery Approach:

Central Resource

<p>14. Local Authority Panel Implementation Group (LAP IG) members to take a leading role in:</p> <ul style="list-style-type: none"> a) Managing the three-year Local Authority Panel Business Plan and offering advice to LAP members on implementation approaches and a balanced distribution of work; b) Working with central support; agree with respective peers in each sub-regional group the appropriate means of delivering allocated workstreams in accordance with established pan-London working practices. 	
<p>Action Plan:</p> <ul style="list-style-type: none"> • LAP IG terms of reference to be reviewed and amended as necessary. • Revised terms of reference to be presented to LAP for endorsement • Undertake consultation on support requirements to effectively discharge LAP IG role. 	<p>Timeframe: 0 - 3 months</p>
	<p>Origin of Recommendation: Original EP2020 with minor adjustment to point b).</p>
	<p>Relationship with other Recommendations: 10 - Reaffirm the Local Authorities' Panel and Implementation Group as the accountable body to drive the refreshed EP2020 Implementation Plan</p>
	<p>Delivery Approach: London Resilience Group and Central Resource</p>

Planning

15. Local Authorities' Panel should engage with the LRF to simplify, joint plans and support arrangements between blue light partners and councils

Action Plan:

- Recommendation to be raised at the London Resilience Programme Board.
- LLAG suite of operating procedures to be reviewed to reflect any changes to approach
- LAP IG standardisation workstream leads to assess impact on response capabilities and make appropriate adjustments if changes to approach occur.

Timeframe: 6 - 12 months

Origin of Recommendation: Independent Peer Challenge

Relationship with other Recommendations: 8
– Review the Gold Resolution

Delivery Approach:
London Resilience Group and LAP IG standardisation workstream leads

16. Local Authorities' Panel should engage central government departments, securing a single and efficient point of contact through MHCLG.	
Action Plan: <ul style="list-style-type: none"> Engage with MHCLG RED to identify options for developing the mutually beneficial working relationship between central government and chief executives and familiarity of the inner workings of central government and local government in response and recovery phases relating to large scale incidents Review training delivered to chief executives to ensure the relationship with central government is appropriately covered. Develop engagement opportunities between London local authority chief executives and central government on resilience related matters. 	Timeframe: 3 - 6 months
	Origin of Recommendation: Independent Peer Challenge
	Relationship with other Recommendations: 8 – Review the Gold Resolution
	Delivery Approach: London Resilience Group & Central Resource

17. London local authorities should formally recognise in plans the role of Mayor of London as the voice of London and Londoners, and for the communications and advocacy role rather than having a direct operational role in response and recovery.	
Action Plan: <ul style="list-style-type: none"> Ensure links into central government between the Mayor and London Local Government are included in local authority chief executive training and operational procedures. Consider the interface with London Councils in its collective and its relationship with central and local government in London Update LLAG suite of operating procedures to reflect the Mayors role and interaction and relationship with London Councils. Borough Emergency Response Plans to reflect role of the Mayor. The Mayor's Office to be encouraged to participate in regional exercises to further develop awareness amongst chief executives of the Mayors role. 	Timeframe: 3 – 6 months
	Origin of Recommendation: Independent Peer Challenge
	Relationship with other Recommendations: 8 - Review the Gold Resolution 16 – Engagement with central London
	Delivery Approach: London Resilience Group

18. Building on learning from the experiences of the humanitarian and welfare response in 2017 provided to victims and survivors, the Local Authorities' Panel should commission a review of current plans and exercising, including: the robustness of the initial response; arrangements for longer term response; information sharing; a consistent approach to case management; role of the key worker; achieving consistency of service over a prolonged period; specialist skills; clear well understood and published arrangements for a standing charity for effective collection and distribution to those affected by tragedies; and co-ordination across agencies.

<p>Action Plan:</p> <ul style="list-style-type: none"> • Review learning from all recent incidents in the UK, including the Croydon tram derailment. • Conduct research into examples of good practice, such as support provided to ex-military personnel when returning to civilian life. • Develop a London wide local authority policy for humanitarian support to victims and survivors including; policy, protocols, person specification, training and resources. • Produce a proposal for enhanced support to victims and survivors for LAP to consider. • Following sign off, develop and deliver the means of providing enhances support. 	<p>Timeframe: 6 - 12 months</p>
	<p>Origin of Recommendation: Independent Peer Challenge Initial Learning from Incidents in 2017</p>
	<p>Relationship with other Recommendations: 9 - Review mutual aid policy 19 - Develop plans and procedures learning from incidents in 2017</p>
	<p>Delivery Approach: Consultancy with support from the Humanitarian Assistance Working Group</p>

19. Local Authorities' Panel should commission work to develop plans and procedures to address learning from incidents in 2017 with specific reference to:

- a) Short to medium term accommodation to those made homeless by an incident
- b) Community Engagement
- c) Family and Friends Assistance Centre
- d) Physical donations
- e) Trusts and foundations
- f) Communications – delivery of an effective response in the age of social media
- g) Recovery phase coordination – infrastructure and people

<p>Action Plan:</p> <ul style="list-style-type: none"> • Collate feedback from individual interviews with workstream leads from the Grenfell Tower Fire Response Team. • Review learning from incidents in 2016 and 2017. • Conduct research and review learning from recent incidents in relation to spontaneous community volunteering. • Produce a consolidated list of recommendations for LAP. • Local authorities to actively participate in the new London Resilience Partnership community resilience initiative. • Learning from the regional community resilience initiative to be incorporated in regional and local plans. • Produce for LAP recommendations to inform the production plans/guides/procedures to support future response arrangements. • Develop plans/guides/procedures • Develop and deliver training packages. • Reference plans/guides/procedures in the LLAG suite of operating procedures and local plans 	<p>Timeframe: 6 - 12 months</p>
	<p>Origin of Recommendation: Initial Learning from Grenfell Tower Fire Response and other incidents in 2016 and 2017</p>
	<p>Relationship with other Recommendations: 18 – Provision of enhanced support to victims and survivors.</p>
	<p>Delivery Approach: Consultancy supported by London Resilience Group and Central Resource</p>

20. All chief executives and their deputies 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.

<p>Action Plan:</p> <ul style="list-style-type: none"> • LLAG training to be developed focusing on broader strategic considerations with a local authority emphasis. • All chief executives to be invited to attend London specific LLAG training • All chief executives attend one Strategic Co-ordination Conferences every two years 	<p>Timeframe: Ongoing</p>
	<p>Origin of Recommendation: Original EP2020</p>
	<p>Relationship with other Recommendations: 8 - Review the Gold Resolution 9 - Review Mutual Aid policy</p>
	<p>Delivery Approach: London Resilience Group and Central Resource</p>

Borough Response Capability

<p>21. All local authorities should support the standardisation work, including principles detailed in the concept of operations, currently being progressed and adopt consistent protocols and procedures for core response functions when published.</p>	
<p>Action Plan:</p> <ul style="list-style-type: none"> • All chief executives, encouraged by LAP, sign up to the principle of standardisation. • All boroughs incorporate the standardised response capabilities into local plans. • Planning assumptions and standardisation to be incorporated into the assurance process. • Update on standardisation to be reported to LAP in June 2018 • Success of standardisation across the range of response capabilities to be assessed in April 2019 	<p>Timeframe: 3 - 6 months: implementation 6 – 12 months: full standardisation</p>
	<p>Origin of Recommendation: Original EP2020</p>
	<p>Relationship with other Recommendations: 22 - Identification of additional local authority resource to support response capabilities</p>
	<p>Delivery Approach: LAP IG and London Resilience Group.</p>

22. To mitigate any reduction in resource available to support an organisational response, a further piece of work should be initiated, linked to the current Standardisation initiative, 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 how 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.

<p>Action Plan:</p> <ul style="list-style-type: none"> • Consultation with Directors of HR • All boroughs to consider their available staff resource and skills sets. • Options to be developed for LAP suggesting the means of addressing this recommendation • Agreed approach to be shared with Directors and Senior Officers responsible for HR within all local authorities. 	<p>Timeframe: 9 - 12 months</p>
	<p>Origin of Recommendation: Original EP2020</p>
	<p>Relationship with other Recommendations: 21 - All local authorities support the standardisation approach</p>
	<p>Delivery Approach: Consultancy supported by Director of HR Group</p>

Assurance

23. The Local Authorities' Panel should oversee the development and implementation of a clear assurance framework to set expected and consistent standards at borough and regional levels, across all relevant aspects of resilience, and provide an annual assurance report to regional and national partners. This should utilise peer challenge and improvement partner arrangements to ensure all boroughs operate to a high and consistent standard with the right level of capacity and capability.

<p>Action Plan:</p> <ul style="list-style-type: none"> • Planning assumptions to be developed for standardised response capabilities. • Criteria to be developed across the range of assurance areas with the emphasis on capacity and capability. • Borough emergency planning teams and London Resilience Group to be consulted on assurance criteria • Standardised reporting template for local assessments to be developed. • Draft criteria and standardised reporting template to be presented to LAP for sign off. • Options for external independent peer review to be developed and presented to LAP • Options for timeframes/periods for undertaking the assurance programme to be presented to LAP • Consult at the pan London level on what reporting and assurance it is that the pan London level, specifically, is seeking to achieve • Develop a meaningful and sufficiently detailed reporting system for London Councils Leaders Committee. • The agreed assurance approach to be presented to CELC and Leaders Committee. 	<p>Timeframe: 3 - 9 months</p>
	<p>Origin of Recommendation: Assurance Review</p>
	<p>Relationship with other Recommendations:</p> <p>2 - Adoption of the Assurance Framework 24 - Inclusion of community engagement and liaison plans in assurance process 25 - Re-branding MSLs to Resilience Standards 26 - Consolidation of assurance results into an annual report for LAP 27 - Greater detail to be added to assurance criteria on response capabilities.</p>
	<p>Delivery Approach: Consultancy</p>

24. As part of the Assurance Framework, boroughs need to ensure that they have clear community engagement and liaison plans in place and that they understand the impact of incidents on their communities.

<p>Action Plan:</p> <ul style="list-style-type: none"> • The new assurance process to include criteria relevant to community engagement and liaison plans and borough understanding of the impact of incidents on their communities. • Measurable criteria to be developed. • Criteria to be presented to LAP for endorsement. 	<p>Timeframe: 3 – 6 months</p>
	<p>Origin of Recommendation: Peer Challenge</p>
	<p>Relationship with other Recommendations: 2 - Adoption of the Assurance Framework 5 - Develop and agree the role of councillors 6 - Ensure boroughs recognise the importance of community resilience</p>
	<p>Delivery Approach: Consultancy</p>

<p>25. 'Minimum Standards for London' should be re-branded 'Resilience Standards for London' and to more accurately reflect service requirements, consideration should be given to aligning the assurance process to:</p> <ul style="list-style-type: none"> 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. 	
<p>Action Plan:</p> <ul style="list-style-type: none"> • LAP to endorse the re-branding of Minimum Standards for London • Communications strategy to be developed to promote the change and rationale behind it. • Delivery of the communications strategy via LAP and LAP IG members. • Criteria for the new assurance approach to build on the work of the MSL working Group and align the assurance process as detailed in the recommendation. 	<p>Timeframe: 0 - 3 months</p>
	<p>Origin of Recommendation: Consolidation of principles contained in the original EP2020 and Assurance Review.</p>
	<p>Relationship with other Recommendations:</p> <ul style="list-style-type: none"> 2 - Adoption of the Assurance Framework 21 - All local authorities support the standardisation approach 24 - Inclusion of community engagement and liaison plans in assurance process 26 - Consolidation of assurance results into an annual report for LAP 27 - Greater detail to be added to assurance criteria on response capabilities
	<p>Delivery Approach: Consultancy supported by London Resilience Group, LAP IG and current MSL Working Group</p>

<p>26. All local assurance results should continue to be consolidated for the Local Authorities Panel to offer an annual assessment of collective capacity and capability across London and include the way urgent concerns can be escalated to chief executives.</p>	
<p>Action Plan:</p> <ul style="list-style-type: none"> • Awaits direction from LAP in terms of timeframes and means. • Annual assessment to be presented to LAP • An assessment of London’s collective status on preparedness to be presented to Leaders Committee on an annual basis 	<p>Timeframe: Ongoing</p>
	<p>Origin of Recommendation: Original EP2020</p>
	<p>Relationship with other Recommendations: 2</p> <ul style="list-style-type: none"> - Adoption of the Assurance Framework 24 - Inclusion of community engagement and liaison plan’s in assurance process 25 - Re-branding MSLs to Resilience Standards 26 - Consolidation of assurance results into an annual report for LAP 27 - Greater detail to be added to assurance criteria on response capabilities
	<p>Delivery Approach:</p> <p>Central Resource supported by London Resilience Group in its capacity as Secretariat to LAP.</p>

27. Greater detail should be added to assurance criteria pertaining to immediate response capabilities, including clearly defined measurable criteria such as; baseline numbers of trained staff, defined response times and length of operation to be sustained, to establish the level of capacity and capability to be maintained by local authorities to address local incidents.

<p>Action Plan:</p> <ul style="list-style-type: none"> • Planning assumptions to be developed. • Emergency planning teams consulted • Proposals presented to lap for sign off • Criteria to be incorporated into the new Resilience Standards for London 	<p>Timeframe: 3 – 6 months</p>
	<p>Origin of Recommendation: Original EP2020</p>
	<p>Relationship with other Recommendations:</p> <p>2 - Adoption of the Assurance Framework 21 - All local authorities support the standardisation approach 22 - Identification of additional local authority resource to support response capabilities 25 - Re-branding MSLs to Resilience Standards 26 - Consolidation of assurance results into an annual report for LAP</p>
	<p>Delivery Approach:</p> <p>Consultancy supported by LAP IG Standardisation Workstream Leads [</p>

Preparation

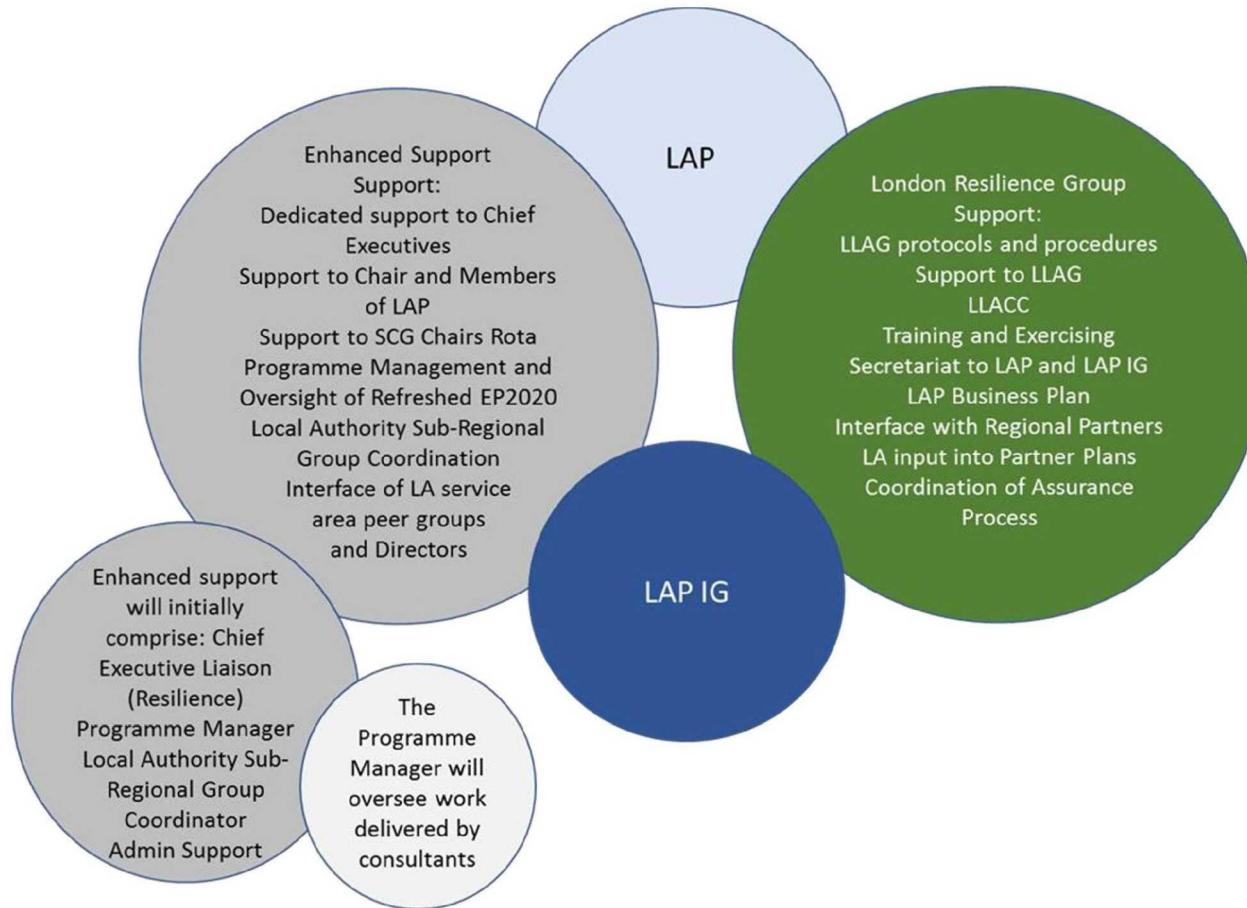
Peak Activity

Implementation Timetable

Annex B

Theme / Number	Summary of Recommendation	Implementation Timetable											
		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Overarching													
1	Refresh EP2020												
2	Adopt Assurance Framework												
Corporate Policy													
3	Corporate resource of professional support												
4	Common Standards for EP professionals												
5	Develop role of Councillors												
6	Community resilience, engagements and liaison												
7	Business continuity as duty of EP teams												
Governance													
8	Review Gold Resolution												
9	Review Mutual Aid Protocol												
	Database of Assets												
10	Reaffirm LAP and LAP IG as accountable												
11	Role of LAP Members												
12	Establish LA sub-regional group meetings												
13	Support to LA sector specific peer groups												
14	Role of LAP IG Members												
Planning													
15	Join plans with blue light partners												
16	Engagement with Central Government												
17	Role of the Mayor												
18	Humanitarian and Welfare response												
19	Learning from Grenfell and 2017 incidents												
LLAG Arrangements													
20	Chief Executive participation in training	Ongoing											
Borough Response Capability													
21	All LAs sign up to standardisation												
22	Maximising LA staffing resource												
Assurance													
23	Implementation of assurance process												
24	Comm engagement in assurance process												
25	Change MSLs to Resilience Standards												
26	Annual consolidation of assurance results	Ongoing											
27	Add greater detail on response capabilities												

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Note: the support listed is indicative of the range of duties undertaken and will form the basis for the review of the LAP/ London Resilience/ City of London Service Level Agreement and LAP Business Plan.