

Leaders' Committee

Strengthening Local and Collective Resilience: Progress Report

Item no: 5

Report by: Doug Flight **Job title:** Strategic Policy Lead
Date: 9th July 2019
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Summary: Leaders' Committee received the report of an independent Peer Challenge, on London's collective resilience arrangements, in February 2018 and went on to agree that the London Resilience Forum - Local Authorities' Panel would oversee implementation of the recommendations emerging from the Challenge.

Leaders' Committee endorsed the Panel's detailed implementation plan in July 2018 and requested a progress report on implementation for consideration in summer 2019.

This report provides an overview of progress, including work which London Councils has led to develop guidance and training for Elected Members. The detailed progress report is **attached as Appendix A: Strengthening Local and Collective Resilience: EP2020 Enhancement Programme**.

Recommendations: Leaders' Committee is asked to:

1. Receive the Local Authorities' Panel progress report, **attached as Appendix A**.
2. Note the guidance set out in the *Civil Resilience Handbook for Councillors*, **attached as Appendix B** and the pilot training programme.
3. Note the '*Resilience Standards for London*', **attached as Appendix C**.
4. Confirm the expectation that Leaders' Committee will receive a further report on progress in 2020.

Strengthening Local and Collective Resilience: Progress Report

1. Leaders' Committee received the report of an independent Peer Challenge, on London's collective resilience arrangements, at its meeting in February 2018. The review was designed to inform a reflection on the effectiveness of the collective resilience arrangements, particularly in the light of a number of emergency events throughout 2017.
2. The review noted the importance of work which London local government undertook in 2016/17 to review and to begin to strengthen its emergency planning capacity. The outcome of the work – the Emergency Planning (EP) 2020 Prospectus – set out ways in which both individual and collective resilience arrangements between boroughs and sub-regional partnerships could be strengthened.
3. Leaders' went on to agree that the Local Authorities' Panel (*LAP – which has managerial oversight of the collective borough resilience arrangements*) would oversee implementation of the combined recommendations of the Peer Challenge and the EP 2020 review. The Panel worked up a detailed implementation plan, which was received by Leaders' in July 2018. There was an expectation that a progress report on implementation would be brought to Leaders' Committee in 2019.

Recent Activity

4. The Local Authorities' Panel, chaired by John Barradell (Town Clerk & Chief Executive of the City of London Corporation), has overseen progress to implement the consolidated recommendations, as detailed in the progress report: '*Strengthening Local and Collective Resilience: EP2020 Enhancement Programme*', **attached as Appendix A**. The key initiatives that have been delivered during the last year, to strengthen collective resilience arrangements, include:
 - Development of 'Resilience Standards for London', attached as Appendix C which were approved by LAP on 13 June 2019. These standards will form the core of a new assurance approach based on a sector-led improvement philosophy, which will rely on three tiers of assurance: regular self-assessments, sub-regional challenge sessions and a programme of external peer challenge delivered in partnership with the LGA. Elected Members were consulted at an early stage in the development of the standards, through London Councils, and a series of interviews were arranged with leading members.

- Delivery of an interim assurance approach in 2018, which was used to better understand the status of response capabilities and target improvement where necessary in advance of the new approach to assurance.
 - Establishment of a standardised approach to key aspects of borough-level operational response capabilities to enhance the ability to share resources through mutual aid.
 - Establishment of new local authority sub-regional arrangements to enhance collaboration and improve delivery. These are supported by a lead chief executive for each sub-region, who is also a member of LAP. Some of these chief executives are new to LAP following a refresh of membership.
 - Joint work with local government professional groups including Directors of HR, Directors of Adult Social Care, Directors of Communications and Directors of Housing, to deepen resilience across service areas.
 - Completion of a community resilience review overseen on behalf of LAP by Kim Smith, Chief Executive LB Hammersmith and Fulham, in her capacity as Chair of the London Community Resilience Steering Group. The review highlighted examples of good practice and identified challenges. It also highlighted some practical ways in which local government can make a difference. Work is now underway to create programmes designed to help local communities, both by geography and by interest, to be prepared through promoting community resilience and supporting development of a safe and effective community response during emergency situations.
5. London Councils officers continue to work with LAP colleagues, to assist delivery of the implementation plan. In the last year, this support has focussed on:
- Establishment of a Directors of Communications mutual support network including procedures, guidance and training, and maintenance of a cadre of Press Officers available to enhance capacity in affected boroughs when required.
 - Responding to the Peer Challenge recommendation that London embeds a common approach towards the role of Leaders and members, with an emphasis on assurance, civic leadership, community cohesion, engagement and communication.
6. Elected Members played a leading role in the development of a project which London Councils commissioned, to ensure that there is clarity about Members' roles in civil resilience and an understanding of how to exercise these roles effectively. An experienced, senior emergency planning adviser was commissioned to carry out the

work. He began the project by interviewing Leaders and senior members, as nominated through London Councils' political groups, to shape the guidance.

7. After liaison with chief executives and practitioners, a final version of the guidance, which took the form of a '*Civil Resilience Handbook for Councillors in London Local Authorities*' was endorsed by LAP approved by London Councils' Group Leaders. The Handbook is **attached as Appendix B** and is available at:
<https://www.londoncouncils.gov.uk/members-area/civil-resilience-handbook-london-councillors>.
8. The Handbook includes guidance for officers, so that they can ensure that appropriate support is provided for members, both in advance of, and during an incident.
9. London Councils went on to commission the development of training materials and a comprehensive training programme, intended to support councillors through the process of putting the guidance into practice. The programme includes:
 - A generic course for all councillors, which authorities can deliver locally.
 - A more detailed, role-specific course for local Ward Councillors, which authorities may wish to deliver in partnership with neighbouring councils.
 - A course which is focused on role of Leaders/Directly Elected Mayors and other nominated Lead Cabinet Members.
10. The training will be piloted in the course of 2019/20, prior to preparation of a final package of training materials that will be made available to all London local authorities.
11. The pilot training for Leaders/ Directly Elected Mayors and Lead Cabinet members will be hosted by London Councils and open to all boroughs. It will focus on the political leadership role of Leaders/Mayors and other senior councillors in civil resilience. Two half-day sessions are planned, one in October 2019 and one in January 2020. Further details will be circulated shortly. The contact at London Councils is Anna Wright:
anna.wright@londoncouncils.gov.uk.

Conclusion

12. The Local Authorities' Panel and individual councils have made significant progress over the last year and will continue their work to strengthen local and collective resilience capabilities in the year ahead. There are 10 recommendations in the attached report (Appendix A) which are shown as outstanding and these have been incorporated into the Panel's Business Plan for 2019/20. There will be a particular focus on work to strengthen the capability of authorities to deliver humanitarian assistance and

community engagement/support. LAP will receive regular progress reports and utilise a programme management approach to drive progress.

13. The new Resilience Standards for London provide a firm basis for sector led improvement in the future. As noted above, the Standards will be accompanied by a new assurance approach, which will introduce a programme of independent peer reviews, delivered in partnership with the LGA. This is designed to embed a culture of openness, mutual support and the sharing of good practice. Delivery of training for Members at a local level, supplemented by training for Leaders through London Councils, will build on the guidance set out in the Civil Resilience Handbook.

14. Leaders' Committee is asked to:

1. Receive the Local Authorities' Panel progress report: '*Strengthening Local and Collective Resilience: EP2020 Enhancement Programme*', **attached as Appendix A.**
2. Note the guidance set out in the *Civil Resilience Handbook for Councillors*, **attached as Appendix B** and the pilot training programme.
3. Note the '*Resilience Standards for London*', **attached as Appendix C.**
4. Confirm the expectation that Leaders' Committee will receive a further report on progress in 2020.

Financial implications for London Councils

No immediate implications.

Legal implications for London Councils

None

Equalities implications for London Councils

None

Attachments

Appendix A: Strengthening Local and Collective Resilience: EP2020 Enhancement Programme.

Appendix B: Civil Resilience Handbook for Councillors in London Local Authorities.

<https://www.londoncouncils.gov.uk/members-area/civil-resilience-handbook-london-councillors>

Appendix C: Resilience Standards for London.