

# Leaders' Committee

## Strengthening Local and Collective Resilience: Local Authorities' Panel Implementation Plan

Item no: 4

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**Date:** 10<sup>th</sup> July 2018  
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**Summary:**

Leaders' Committee received the report of an independent Peer Challenge, on London's collective resilience arrangements at its meeting 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.

There was an expectation that:

- a) The Panel would work up a detailed implementation plan, which would be reported to Leaders' Committee in summer 2018.
- b) A progress report on implementation would be brought to Leaders' Committee in 2019.

The Panel has prepared a detailed implementation plan, which is **attached as Appendix A**. The plan integrates the recommendations of the Panel's earlier review (known as EP2020 and reported to Leaders' Committee in 2017), which underpins the peer review's recommendations.

**Recommendations:** Leaders' Committee is asked to:

1. Receive the Local Authorities' Panel integrated implementation plan. This is **attached as Appendix A**
2. Confirm the expectation that Leaders' Committee will receive an annual review of progress in respect of this plan, starting in 2019.
3. Note the paper summarising national guidance on role of Leaders and Members in emergency planning, **attached as Appendix B**.



## Emergency Planning into the 2020s – Implementation Plan

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:
  - The Westminster Bridge terrorist attack in March.
  - The knock-on impact of the Manchester Arena terrorist attack in May and the subsequent move to the 'Critical' level of alert.
  - The terrorist attacks at Borough Market/London Bridge in early June.
  - The Grenfell Tower Fire in mid-June.
  - The terrorist attack near Finsbury Park Mosque in mid-June.
  - The consequences of fire safety testing and reviews on high blocks flowing from the Grenfell Fire tragedy and the evacuation of four tower blocks in Camden in late June.
  - The terrorist attack on a tube train near Parsons Green in mid-September.
2. The review noted the importance of work which London local government undertook in 2016/17 to review and strengthen its emergency planning capacity. The outcome of the work – the Emergency Planning (EP) 2020 Prospectus – set out ways in which both individual and collaborative resilience arrangements between boroughs and sub-regional partnerships could be strengthened. This was reported to Leaders' Committee in February 2017.
3. Tom Riordan, Chief Executive of Leeds City Council, and Mary Ney, former Chief Executive of the Royal Borough of Greenwich, who conducted the peer challenge, presented their findings to Leaders' Committee in February 2018. Eleanor Kelly, Chief Executive of the London borough of Southwark, attended the meeting to represent the London Resilience Forum Local Authorities' Panel (LAP – which has managerial oversight of the collective borough resilience arrangements).
4. After due consideration of the issues raised, Leaders' went on to agree that the LAP would oversee implementation of the recommendations – an overarching theme being that Leaders and chief executives should provide clear leadership for resilience (including through active engagement in training and exercises) to ensure the effectiveness of assurance, response and recovery arrangements in all boroughs. There

was an expectation that the Panel would work up a detailed implementation plan, which would be reported to Leaders in summer 2018 and that a progress report on implementation would be brought to Leaders' Committee in 2019.

## Recent Activity

5. Following the independent review of London's collective resilience arrangements, LAP, chaired by John Barradell (Town Clerk & Chief Executive of the City of London Corporation) has put a series of work-streams in place to begin implementation of the recommendations. The Panel has systematically worked through each recommendation, mapping interdependencies and establishing a means of delivering them more securely but with the necessary pace.
6. Over the last six months, LAP has overseen a number of more immediate initiatives to help strengthen collective resilience arrangements:
  - Agreeing a high-level plan which sets how boroughs can support communities and partner organisations in response to and recovery from emergencies.
  - A London community resilience forum has also been established, working with the Mayor of London.
  - Work has commenced on developing a robust system for ensuring that London local government has a clear picture of emergency planning and response capabilities across boroughs and at a pan-London level.
  - A fresh approach to sub-regional collaboration is being put in place with the support of Chief Executives.
7. LAP forms part of the broader partnership arrangements sitting under the statutory London Resilience Forum and its secretariat is provided by the London Resilience Group, based within the London Fire Brigade. London Councils officers continue to provide targeted support, where appropriate, to assist delivery of the implementation plan, as referenced in Appendix A. The Peer Challenge recommended 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 before, during and after the types of emergencies likely to be faced in London.
8. As an initial step, officers have met with the LGA to help inform revisions to national guidance and support programmes to take account of the particular circumstances and needs in London. A summary of the role envisaged for Leaders and members in London is attached at Appendix B. This is extracted from national guidance for councillors during



civil emergencies, as published by the LGA (developed with the MHCLG Resilience and Emergencies Division). The summary has been adapted to take account of the London context.

9. As noted during the Preparedness section of the implementation plan at Appendix A, it is proposed that London-specific training materials are commissioned through LAP. These materials will be positioned to enhance existing local briefing and training initiatives, at the same time as instilling greater consistency across boroughs. It is envisaged that this will encompass guidance on how to provide assurance; how to respond to, and support recovery from the types of emergency events that are likely to occur in London; as well as providing guidance on relevant emergency planning protocols and procedures. This should enhance the national training and support offer which is available through the LGA's improvement programmes.

## Conclusion

10. Following Leaders' consideration of the Peer Challenge in February 2018, the LAP has moved swiftly to initiate a number of work- streams that will implement the recommendations. LAP has produced an integrated implementation plan, which will allow all of the recommendations to be systematically addressed with due diligence.

Leaders' Committee is asked to:

1. Receive the Local Authorities' Panel integrated implementation plan. This is **attached as Appendix A**
2. Confirm the expectation that Leaders' Committee will receive an annual review of progress in respect of this plan, starting in 2019.
3. Note the paper summarising national guidance on the role of Leaders and Members in emergency planning, **attached as Appendix B.**

### Financial implications for London Councils

No immediate implications.

### Legal implications for London Councils

None

### Equalities implications for London Councils

None

### Attachments

**Appendix A:** Local Authorities' Panel integrated implementation plan. (*Separate Document*)

**Appendix B:** Paper summarising the national guidance on role of Leaders and Members in emergency planning. (*See Below*)

## APPENDIX B

### Overview of the role of London Leaders and Members – before, during, and after emergency incidents.

#### Introduction

This document summarises the national guidance for councillors during civil emergencies, as published by the LGA (developed with the MHCLG Resilience and Emergencies Division). The summary has been adapted to take account of the London context.

In accordance with the consolidated implementation plan, London Councils will work with the Local Authorities Panel to commission the production of tailored, London-specific training materials during the course of 2018. These materials will be positioned to enhance existing local briefing and training initiatives, at the same time as instilling greater consistency of approach. It is envisaged that this will encompass guidance on how to provide assurance; how to respond to, and support recovery from the types of emergency events that are likely to occur in London; as well as providing guidance on relevant emergency planning protocols and procedures. This should enhance the national training and support offer which is available through the LGA's improvement programmes.

The provisional guidance set out below is intended as a generic guide for all elected members; however there are clearly differences between the roles of Leaders and Cabinet members, which are distinct from ward members or scrutiny panel members. The materials that we plan to commission later in 2018 will better reflect this division of roles and responsibilities.

#### Preparedness

1. London boroughs should participate regularly in local multi-agency training and exercises, which are a good way to provide assurance of local level preparedness. Councillors can support this work and also help to ensure that local resilience forums are aware of the particular issues in their communities. Members may wish to liaise with other elected representatives across London to share best practice.
2. Senior politicians are involved in considering key policy decisions and recommendations on strategic choices, making representations to government for additional resources and financial assistance where necessary.

3. Leaders and members can promote awareness and understanding among the general public of the roles and responsibilities of the wide range of agencies that can be involved in managing risk and responding to an emergency. This helps to reassure communities by giving the public a better idea of who to turn to in an emergency. Members can also promote community resilience, manage expectations locally and help to raise awareness amongst the communities served about the risk posed by extremism, climate change and other issues that can result in emergencies.
4. Continuing to build personal relationships with key personnel from council emergency planning teams, key resilience partners and community members involved in community resilience will facilitate effective working during a crisis. Members' local knowledge of their community can help to identify local groups and partners who may be able to play a role in recovery.
5. Training and emergency planning exercises are regularly carried by boroughs and these may provide opportunities for members to engage.

## Response

6. It is important that the borough's communications team agree the key borough messages before members engage in any communications (face to face, social media, local and national press etc.). These will reflect messages developed at pan-London communications level by the MPS. Members are asked to draw on these messages during all communications, whilst working closely with communications teams to:-
  - Assist in getting key messages to the community
  - Hold public meetings where necessary and engage with residents on social media (using key messages consistent with advice from communications team)
  - Assist with VIP visits, ensuring they are sensitive to the needs of the community
  - Communicate updates to public for information and reassurance
  - Support and assist those affected in how they engage with the media
7. Leaders and Directly Elected Mayors will be a public face for the council in interactions with the media and the wider community by repeating agreed key messages through social media and face to face interactions
8. A variety of channels can be used to communicate key messages to as wide an audience as possible based on local knowledge of what works best for residents. Social media is a good way of communicating with lots of people at once but harder to reach,

elderly residents may need more direct contact such as public meetings, or councillors and officers stationed in key locations to relay information.

## **Recovery**

9. Councillors play a vital role in rebuilding, restoring, rehabilitating and reassuring the communities affected by an emergency and speaking on their behalf. Members can help keep the community well informed of plans and progress, whilst visiting those affecting and acting as a community 'champion'.
10. Members could use their local knowledge to identify problems and vulnerabilities in the community, which may require priority attention, and feed these back to the relevant council staff. Senior politicians can help to ensure the community is involved in the recovery stage by chairing public (and business) debrief meetings and undertaking door-knocking rounds, and bring back those issues identified by the community to council staff.
11. Actively engaging with community members involved in recovery efforts and working closely with community groups will help to develop knowledge of who is active within the community. Members will also play a key role in helping to plan, and subsequently attend, social events to bring displaced communities together as part of the recovery phase.

## Appendix A

London Councils Leaders' Committee papers, 10 July 2018

Item 4: Strengthening Local and Collective Resilience- Local Authorities' Panel Implementation Plan

# Strengthening Local and Collective Resilience: Consolidated Implementation Plan



## Introduction

This report contains 27 recommendations that offer a clear framework for chief executives regarding 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 2020s.

## Background

On the 7<sup>th</sup> February 2018 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 2020s (EP 2020) report contained a range of recommendations that are in the process of implementation and endorsed this improvement work. They then went 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 report produced by Sean Ruth Consultancy contained 15 recommendations.

## Recommendation Review

To ensure the refreshed EP 2020 recommendations remain relevant and concise, with similarity or duplication 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.



## **Delivery Approach**

To follow the principles set by the original EP 2020 review, all 27 recommendations are consolidated 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. The recommendations along with an assessment of their status can be found in Annex A. Those recommendations of particular interest to Leaders have more information included.

See Annex B for the delivery timeline associated to all 27 recommendations.

To ensure LAP 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.

## Consolidated Implementation Plan

A. Overarching Priority Recommendations for London Borough Resilience Arrangements

**A1.** Refresh EP2020 to incorporate the work of the independent peer challenge on London's collective resilience arrangements, into an agreed implementation plan.

<b>Action Plan:</b> <ul style="list-style-type: none"> <li>Update the LAP Business Plan to ensure it includes all activities and priorities detailed in the implementation plan.</li> <li>Review the SLA between LAP on behalf of all boroughs, the London Fire Commissioner and City of London Corporation</li> <li>Research and subsequent production of an organisational question set, including guidance, for chief executives specifying criteria necessary to support their oversight of local resilience and assurance.</li> <li>Offer update on status of implementation plan to Leaders Committee on 10<sup>th</sup> July 2018</li> </ul>	<b>Timeframe:</b> 0 - 4 months
	<b>Status:</b> On Track
	<b>Origin of Recommendation:</b> Independent Peer Challenge
	<b>Relationship with other Recommendations:</b> All

**A2.** All London Local Authorities adopt the assurance framework recommended in the *Sean Ruth Review 2018* and commit to credible self-assessment 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.

<b>Action Plan:</b> <ul style="list-style-type: none"> <li>Agreement from all chief executives to adopt the new assurance framework.</li> <li>Review of existing governance arrangements in all boroughs</li> <li>Interim assurance process to be developed and rolled out in Sept/Oct 2018</li> <li>Long-Term assurance process to be developed</li> </ul>	<b>Timeframe:</b> 9 - 18 months
<b>Origin of Recommendation:</b> Assurance Review	<b>Status:</b> On Track. The stage 2 assurance approach was

<b>Relationship with other Recommendations:</b> F1-4 – Assurance (all)	endorsed by LAP on 6 June 2018. Work will commence in July 2018 on developing the interim process. Development of comprehensive Resilience Standards for London will commence in September 2018
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**A3.** 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.

**Action Plan:**

- 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.

**Timeframe:** 6 - 12 months

**Status:**

Framework established with work starting in July

**Origin of Recommendation:**

Assurance Review

**Relationship with other Recommendations:**

A2 - Assurance Framework  
F1-4 – Assurance (all)

**A4.** 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**

- London Councils to commission London-specific training materials and guidance,

**Timeframe:** 6 - 12 months



<p>working through LAP. The work will include:</p> <ul style="list-style-type: none"> <li>- consideration of good practice</li> <li>- consultation with interested parties</li> <li>- guidance on support offered to Members and Leaders in the lead up to and during incidents and the recovery phase following incidents</li> <li>- 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.</li> <li>- Advice on effective means of delivering training to Leaders and Members</li> </ul> <ul style="list-style-type: none"> <li>• This should be positioned to enhance current local training programmes and the national support and training programme offered by the LGA</li> </ul> <p>.</p> <ul style="list-style-type: none"> <li>• Following consideration by LAP, the final package will be reported to Leaders' Committee for consideration.</li> </ul>	<p><b>Status:</b> On Track, London Councils are engaging with the LGA and other relevant organisations to ensure this recommendation is progressed at pace but with the appropriate level of consultation. London Councils are investigating options for developing a package of training materials which will build on good practice and help ensure a level of consistency across London.</p>
	<p><b>Origin of Recommendation:</b> Peer Challenge Initial Learning from Incidents in 2017</p>
	<p><b>Relationship with other Recommendations:</b> B3 – Community Resilience F1 – Assurance Community Engagement</p>

<p><b>A5.</b> A review of the Gold Resolution and Addendum should be commissioned to consider options to make triggers and the escalation process clearer.</p>	
<p><b>Action Plan:</b></p> <ul style="list-style-type: none"> <li>• London Councils to commission a legal advice on the Gold Resolution and addendum to consider opportunities to make triggers and the escalation process clearer.</li> <li>• 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.</li> </ul> <p><u>If Resolution does not require amendment (as per initial legal advice received)</u></p> <ul style="list-style-type: none"> <li>• Review existing training delivered to chief executives on the LLAG and SCG Chairs rota and enhance where necessary.</li> <li>• Initiate a communications strategy to raise awareness and understanding of local authority policy following review of the Gold Resolution.</li> </ul>	<p><b>Timeframe:</b> 3 - 6 months</p> <p><b>Status:</b> On Track Initial Legal advice has been obtained by London Councils on the Gold Resolution, which suggests that it would be more effective to change the supporting protocols and guidance, rather than the face of the resolution.</p> <p>Consequently, discussions have begun with a view to developing suitable guidance, in liaison with the Local Authorities Panel and the London Resilience Group</p>

<ul style="list-style-type: none"> <li>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.</li> </ul>	<b>Origin of Recommendation:</b> Independent Peer Challenge
	<b>Relationship with other Recommendations:</b> A4 – Role of Councillors A6 – Mutual Aid Review

<b>A6.</b> 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).	
<b>Action Plan:</b> <ul style="list-style-type: none"> <li>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.</li> <li>Draft changes to the Mutual Aid MOU and recommend changes to application of the agreement if required.</li> <li>Conduct research and scope opportunities for a database of assets and including benefits.</li> </ul>	<b>Timeframe:</b> 4 - 8 months: MOU Review TBC: Database of Assets
<u>Database of Assets</u> <ul style="list-style-type: none"> <li>Produce a user specification based on consultation with emergency planning teams.</li> <li>Conduct a review of existing systems and processes</li> <li>Consult with system providers to ascertain availability and cost of existing or bespoke systems.</li> <li>Produce proposals for LAP on the means of best delivering and maintaining a London-wide database of assets.</li> </ul>	<b>Status:</b> On Track, LAP IG confirmed the M/A Agreement is fit for purpose but there is a need to consider how it can be applied more proactively.  Work on determining requirements for a database of will follow the appointment of additional resource.
<u>If an existing system can be applied</u> <ul style="list-style-type: none"> <li>Engage with providers to discuss cost, reliability, accessibility and security of data.</li> <li>Develop policies and protocols to ensure the maintenance and availability of the database 24/7.</li> </ul>	<b>Origin of Recommendation:</b> Independent Peer Challenge
<u>If a bespoke system is required</u> <ul style="list-style-type: none"> <li>Engage with system developers or existing service providers to scope out system specifications and costings.</li> <li>If a sound business case is established, initiate a procurement process.</li> <li>Initiate a robust testing programme</li> <li>Develop policies and protocols to ensure the maintenance and availability of the database 24/7.</li> </ul>	<b>Relationship with other Recommendations:</b> A5 – Gold Resolution



## **B. Corporate Policy**

<p><b>B1.</b> 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:</p> <ul style="list-style-type: none"><li>a) Organisational compliance with the Civil Contingencies Act (2004);</li><li>b) Organisational compliance with Minimum Standards for London;</li><li>c) The organisation's ability to effectively respond to a localised incident;</li><li>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.</li></ul> <p>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>	<p><b>Timeframe:</b> 6 - 12 months</p> <p><b>Status:</b> Work is yet to start with engagement with Directors of HR Group to be initiated. Means of assessment to be incorporated into assurance development work.</p>
<p><b>B2.</b> 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>	<p><b>Timeframe:</b> 9 - 12 months</p> <p><b>Status:</b> Work is yet to start but no current indication of potential delays.</p>
<p><b>B3.</b> 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.</p>	<p><b>Timeframe:</b> 6 - 9 months</p> <p>This work is intrinsically linked to the community resilience initiative being developed in partnership with the Deputy Mayor and other stakeholders. Learning from Grenfell and other recent incidents will also be reviewed to ensure good practice and guidance is shared. This will build on good work already underway at the local level. The RAG status be reviewed once the community resilience steering group has held its inaugural meeting on 18th July and the completion of multi-agency Grenfell Debriefs</p>



	by the end of July 2018.
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B4. 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.	<b>Timeframe:</b> 6 - 12 months
	<b>Status:</b> To be incorporated into the assurance work which begins in July 2018.

### C. Governance

C1. 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.	<b>Timeframe:</b> 0 - 4 months
	<b>Status:</b> On Track ToR discussed at meeting on 6 <sup>th</sup> June and final draft to be signed off by the Chair.

C2. 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.	<b>Timeframe:</b> 0 - 4 months
	<b>Status:</b> On Track Engagement with all chief executives initiated.

C3. Multi-Agency Sub-Regional Resilience Fora (SRRF) should be replaced by local authority	<b>Timeframe:</b> 3 - 6 months
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<p>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:</p> <ul style="list-style-type: none"> <li>a) Assurance</li> <li>b) Fostering collaboration to enhance resilience</li> <li>c) Overseeing the equal contribution to sub-regional and regional operational and contingency planning.</li> </ul> <p>Note: this does not dispense with the need for LAP members to engage with emergency planning managers in their areas.</p>	<p><b>Status:</b> On Track. Boundary options discussed and confirmed to remain the same as previous multi-agency sub-regional fora. Meeting dates set for inaugural meetings in four of the six areas to take place in July with the other two to follow. Meetings are being arranged.</p>
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<p><b>C4.</b> Local Authority Panel Implementation Group (LAP IG) members to take a leading role in:</p> <ul style="list-style-type: none"> <li>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;</li> <li>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.</li> </ul>	<p><b>Timeframe:</b> 0 - 3 months</p> <p><b>Status:</b> On Track. ToR discussed at LAP IG and final draft awaits sign off by the Chair.</p>
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#### **D. Planning**

<p><b>D1.</b> Local Authorities' Panel should engage with the LRF to simplify, joint plans and support arrangements between blue light partners and councils.</p>	<p><b>Timeframe:</b> 6 - 12 months</p> <p><b>Status:</b> On Track. To be discussed at the next LRPB.</p>
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<p><b>D2.</b> Local Authorities' Panel should engage central government departments, securing a single and efficient point of contact through MHCLG.</p>	<p><b>Timeframe:</b> 6 - 9 months</p> <p><b>Status:</b> On Track. To be discussed with MHCLG following LAP on 6<sup>th</sup> June 2018.</p>
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<p><b>D3.</b> 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.</p>	<p><b>Timeframe:</b> 3 – 6 months</p> <p><b>Status:</b> On Track. Discussions planned with LRG to agree timeframes for completion of action plan.</p>
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<b>D4.</b> 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.	<b>Timeframe:</b> 6 - 12 months
	<b>Status:</b> Extensive Learning has already been identified including the publication of a report on 'learning from funder responses to emergencies' commissioned by the Charities Commission. Following the conclusion of Grenfell multi-agency debriefs at the end of July 2018 (delayed due legal complexities associated with the Public inquiry), it is anticipated that this work will progress at pace.

<b>D5.</b> 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	<b>Timeframe:</b> 6 - 12 months
	<b>Status:</b> Following the conclusion of Grenfell multi-agency debriefs at the end of July 2018 (delayed due legal complexities associated with the Public inquiry), it is anticipated that this work will progress at pace.

<b>D6.</b> 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.	<b>Timeframe:</b> Ongoing
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### **E. Borough Response Capability**

<b>E1.</b> 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.	<b>Timeframe:</b> 9 – 18 months: full standardisation
	<b>Status:</b> On Track. ConOps complete and training packages to be delivered to boroughs from July 2018
<b>E2.</b> 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:	<b>Timeframe:</b> 9 - 12 months
	<b>Status:</b> On Track.

<ul style="list-style-type: none"> <li>a) identifying local authority roles which possess the requisite core competencies to support operational response and recovery functions;</li> <li>b) identifying how staff undertaking the roles can be incorporated into operational plans;</li> <li>c) ensuring staff are available to undertake the requisite level of training and exercises and are released to undertake response roles during emergencies.</li> </ul>	<p><b>Work will begin following appointment of additional resource.</b></p>
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## **F. Assurance**

<b>F1.</b> 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><b>Timeframe:</b> 6 - 9 months</p> <p><b>Status:</b> On Track with work starting in July 2018. .</p>
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<p><b>F2.</b> '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"> <li>a) Immediate Response Capabilities (covering both local and LLAG operations);</li> <li>b) Contingency Planning to develop capabilities to deal with acute shocks;</li> <li>c) Business Continuity Planning and Corporate Assurance;</li> <li>d) Longer Term Resilience Strategies to provide resilience for chronic stresses.</li> </ul>	<p><b>Timeframe:</b> 6 - 9 months</p> <p><b>Status:</b> On Track with work starting in July 2018. .</p>
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<b>F3.</b> 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><b>Timeframe:</b> Ongoing</p> <p><b>Status:</b> Ongoing</p>
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<b>F4.</b> 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><b>Timeframe:</b> 3 – 6 months</p> <p><b>Status:</b> On Track with work starting in July 2018. .</p>
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## Refreshed EP 2020 Implementation Plan Timetable – Forward Look by Theme

Annex B

Key:

	Preparatory Work
	Key period of Activity
	Deadline Period for Completion

Overarching Priorities		Implementation Timetable													
Theme / Number	Summary of Recommendation	RAG Status	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Sep-19
Overarching Priorities															
1	Refresh EP2020														
	Finalise Implementation Plan and present to CELC.														
	Update the LAP Business Plan														
	Review the SLA														
	Produce organisational question set for chief execs														
	Brief Leaders Committee														

Summary of Recommendation		RAG Status	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	Sep-19
2	Adopt Assurance Framework														
	Development of Communications Strategy														
	Chief Exec Agreement to adopt the new Assurance Framework														
	Assurance Approach - Stage 2 developed and presented to LAP														
	All boroughs review existing governance arrangements														
	Interim assurance process to be developed and rolled out														
	Long-Term assurance process to be developed														
	Implementation of enhanced assurance process														

3	Implementation of assurance process														
	Develop Planning Assumptions														
	Produce Organizational Question Set														
	Produce Interim Resilience Standards for London (REL)														
	Local Self-Assessment														
	Sub-Regional Peer Challenge of interim REL														
	London-wide assessment of collective preparedness														
	LAP consider London-wide assessment														
	Collective assessment presented to London Councils Leaders Committee														
	Stakeholder Assurance Working Groups (SAWG) established														
	SAWGs develop Resilience Standards, key lines of enquiry and guidance for judgements														
	Long term approach piloted in selected boroughs														
	Local Authority Self-Assessment of Standards														
	Sub-Regional Peer Challenge of Standards (Oct 2019)														
	London-wide assessment of collective preparedness produced (Nov 2019)														
	LAP consider London-wide assessment of collective preparedness (Jan 2020)														
	Collective assessment presented to Leaders Committee (March 2020)														



4	<b>Develop role of Councillors</b>															
	Engage with political group advisers and leading members															
	Map existing training and guidance															
	Agree process for developing London specific product/guidance and present to Leaders Committee															
	Develop London specific product/guidance including protocols and procedures															
	Deliver protocols and procedures and relevant training															

Theme / Number	Summary of Recommendation	RAG Status	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	Sep-19	
5	Review Gold Resolution															
	London Councils to commission legal advice						Expected to be complete									
	Initiate actions subject to the advice received	TBC														
6	Review Mutual Aid Protocol															
	Conduct review of mutual aid agreement					Complete										
	Draft changes to agreement if required					Complete										
	Develop guidance and briefings on how the mutual aid agreement is applied															
	Database of Assets															
	Produce user specification															
	Conduct review of existing systems including consultation with providers															
	Produce business case and proposals for delivering oversight of assets															

B. Corporate Policy																
Theme / Number	Summary of Recommendation	RAG Status	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	Sep-19	
1	Corporate resource of professional support															
	Success Criteria to be established and linked to assurance process															
	Further assessment following adoption of common standards for EP Staff															
2	Common Standards for EP professionals															
	Research good practice and existing standards															
	Draft Common Standards															
	Present Standards to Directors of HR and Chief Executives															
	Common Standards adopted by all boroughs and applied to recruitment															
3	Community resilience, engagement and liaison															
	Conduct research and identify good practice															
	Assess feedback produced in one to one interviews with Grenfell Fire Response Team															
	Review relationship with LRP community resilience initiative															
	Develop guidance or plan as necessary and assessment criteria															
	Include in the organisational question set to be produced for chief executives															

4	Business continuity as duty of EP teams																	
	Chief Executives agree to adopt this approach																	
	Success criteria and means of assessment to be developed																	
	Assessment to be conducted following adoption of common standards for EP staff																	

C. Governance																		
Theme / Number	Summary of Recommendation	RAG Status	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	Sep-19			
1	Reaffirm LAP and LAP IG as accountable																	
	Review ToR for LAP and LAP IG and produce draft versions for consideration					Complete												
	ToR agreed by LAP					Complete												
	Revised ToR presented to CELC					Expected to be complete												
2	Role of LAP Members																	
	Amend LAP ToR					Complete												
	Brief Chief Executives at CELC on role of LAP members					Expected to be complete												
3	Review established local authority group/alliance boundaries																	
	Review established local authority group/alliance boundaries					Complete												
	Develop ToR for Local Authority Sub-Regional Groups					Expected to be complete												
	Set dates and convene inaugural Sub-Regional Group Meetings																	
4	Role of LAP IG Members																	
	Review and amend ToR					Complete												
	Present revised ToR to LAP					Expected to be complete												
	Consult on support required to effectively discharge LAP IG role																	
	Deliver effective central support to LAP IG representatives																	

D. Planning															
Theme / Number	Summary of Recommendation	RAG Status	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	Sep-19
1	<b>Join plans with blue light partners</b>														
	Recommendation to be raised at London Resilience Programme Board														
	LLAG suite of Operating Procedures to be amended to reflect any change to approach														
	Standardisation Workstream leads to assess impact of any changes														
2	<b>Engagement with Central Government</b>														
	Consult with MHCLG RED to identify options for developing relationships														
	Review Chief Executive training to ensure relationships are appropriately covered														
	Develop engagement opportunities with central government														
3	<b>Role of the Mayor</b>														
	Chief Executive training and LLAG procedures to be reviewed														
	Update LLAG procedures to ensure they reflect the Mayors role and interaction with LC														
	Mayors Office to be encouraged to participate in regional LA exercises														
4	<b>Humanitarian and Welfare response</b>														
	Review Learning from recent Incidents														
	Conduct research for good practice														
	Develop policy														
	Produce proposal for delivering enhanced support														
	Develop and deliver enhanced support														
5	<b>Learning from Grenfell and 2017 incidents</b>														
	Collate feedback from one to one interviews with Grenfell Tower Response Team members														
	Review learning from recent incidents and include incidents involving spontaneous volunteers														
	Produce a consolidated list of recommendations for LAP to inform plans/guides/procedures														
	Develop Plans/guidelines/procedures														
	Develop and deliver training to support new plans etc.														
	Incorporate new plans etc. in LLAG procedures and local plans														
6	<b>Chief Executive participation in training</b>														
	LLAG Training to be developed to focus on broader issues to be														
	All chief Executives to be invited to attend LLAG training and extended to Deputy LLAGs														
	All Chief Executives attend one Strategic Coordination Summit every two years														

E. Borough Response Capability															
Theme / Number	Summary of Recommendation	RAG Status	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	Sep-19
1	<b>All LAs sign up to standardisation</b>														
	All Chief Executives sign up to standardisation														
	All boroughs incorporate the standardised response capabilities into local plans														
	Standardised BECC and LALO capabilities established														
	Standardised emergency Centre and HA capabilities established														
	Success of standardisation across the range of response capabilities to be assessed in Sept 19														

2	Maximising LA staffing resource															
	All boroughs to consider their available staff resource and skills set															
	Initiate consultation with Directors of HR															
	Options on increasing staff pool to be presented to LAP															
	Agreed approach to be shared with Directors of HR and Chief Executives															

	F. Assurance															
Theme / Number	Summary of Recommendation	RAG Status	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	Sep-19	
1	Community engagement incorporated into assurance process															
	Criteria to be included in new assurance approach															
	A measure of success to be included in assessment process															
	Criteria to be presented to LAP for endorsement															
2	Change MSLs to Resilience Standards															
	LAP to endorse rebranding of MSLs															
	Communications strategy to be developed to promote the change and rationale for it															
	Criteria for new approach to build on the work of the MSL Working Group															
3	Annual consolidation of assurance results															
	Annual assessment to be incorporated into stage 2 development of assurance approach															
	Annual assessment to be overseen by the Chief Executive Liaison post holder supported by LRG															
	Annual assessment to be presented to Leaders Committee															
4	Add greater detail on response capabilities to assurance process															
	To be incorporated in planning assumption development															
	Criteria to be incorporated into interim RSL and then finalised Standards															