

Paper 08b

MSL Self Assessment Results 2017

1. Introduction

This paper updates LAP on the status of Boroughs' assessment following the MSL Self Assessment 2017. The results and identified trends are intended to allow LAP to consider if any action or support is required to enhance London's local authority resilience capability.

At the time this report is written, two borough assessments are still outstanding, four of the submitted results still await approval by the borough's Chief Executive and the evidence check of the proposed scores has not yet taken place. Therefore, the overall results and trends presented in this paper are still subject to change.

2. Recommendations

- **LAP are requested to note the contents and recommendations of the self assessment.**
- **LAP are asked to consider the trends and corresponding comments in Appendix 3 and 4 and recommend ways in which these trends can be addressed and taken forward to improve local authority resilience capability.**
- **LAP are requested to consider the survey results for the resilience strategies in Appendix 5 and to recommend ways in which these resilience activities can be improved.**

3. Overview & Background

Since 2015, the MSL assessment process has been conducted with the revised assessment criteria and the 'deep dive' areas. Only minor changes have been invoked for this year's assessment:

- Following a decision by LAP, assessment results now require sign off by Chief Executives.
- The results presented in this paper will be provisional until evidence submissions. Where evidence is not provided, the assessment result will be changed to red.

This report will outline the various aspects from the MSL Self Assessment 2017, including the following:

- Overall MSL Self Assessment results 2017
- Trends identified within MSL capabilities and the new assessment criteria
- Survey results from resilience strategies

The 8 detailed assessments were conducted for the following 'deep dive' areas:

- 2.2 Business Continuity
- 2.10 Structural Collapse & Site Clearance
- 2.11 Mass Fatalities (incl. DDM & NEMA)
- 2.14 Outbreak of a Notifiable Animal Disease

- 2.15 Flood Response
- 2.18 CBRN(E)
- 2.20 Pipeline Safety Regulations (PSR)
- 2.21 Radiation Emergency Preparedness and Public Information (REPPIR)

4. The results of the MSL peer review

At the time this report is written, 29 boroughs submitted their MSL results.

Green	Amber	Red
80 %	16.5 %	3.5 %

A detailed overview of the MSL results can be found in Appendix 1, the comparison to previous years for the overall scores, MSL 1 scores, and MSL 2 scores can be found in Appendix 2.

5. Trends for capabilities

Overall, 11 capabilities have been identified for comment and recommendations as they have more than a quarter (9 or more boroughs) reporting an Amber or Red rating.

A detailed overview of these trends can be found in Appendix 3.

6. Trends for new assessment criteria

Overall, 7 areas within the new assessment criteria have been identified for comment and recommendations as they have more than 30% of boroughs reporting an Amber or Red rating across all 8 capabilities that were assessed with the new assessment criteria.

A detailed overview of these trends can be found in Appendix 4.

7. Survey results from Resilience Strategies

An overview of the survey results for the three resilience strategies “Risk Management”, “Community Resilience”, and “BC Promotion” can be found in Appendix 5.

8. Conclusion

This year’s results show a decline in green ratings, combined with an increase of red ratings.

Some of the trends in Appendix 3 have been identified continuously over a number of years. It seems that new strategies and methods need to be developed to enable boroughs to improve these capabilities in line with current expectations and the given resources. This indicated that boroughs are struggling to maintain the current level of preparedness and response standards.

It is recommended to ensure that any overarching or specific work carried forward uses the data that has been collated as part of the MSL assessment as it provides

further and more detailed insight into current issues of emergency planning in London. If further changes to the MSL are deemed necessary in addition to the ongoing work, these should be shared with the MSL Working Group.

Depending on the complete set of results (two outstanding), the overall ratings as well as the identified trends are still subject to change. Therefore any analysis given in this report, is only provisional until all MSL assessments have been submitted.

Appendix 1 – Self assessment results by Borough

Ref	LLACC	Central					NC					NE				SE				SW				West					Total amber	Total red	Sum (a + r)	Risk Rating						
		City of London	Kensington & Chelsea	Lambeth	Southwark	Tower Hamlets	City of Westminster	Barnet	Camden	Enfield	Hackney	Haringey	Islington	Barking & Dagenham	Havering	Newham	Redbridge	Waltham Forest	Bexley	Bromley	Croydon	Greenwich	Lewisham	Kingston	Merton	Richmond	Sutton	Wandsworth					Brent	Ealing	Hammersmith & Fulham	Harrow	Hillingdon	Hounslow
1.1	Activation Time	G	G	G	G	G	G	G	G	G		G	G	G	G	G	G	G	G	G	G		G	G	G	G	G	G	G	G	G	G	G	G	0	0	0	
1.2	Use of Standardised Documentation	G	G	G	G	G	G	G	G	G		G	G	G	G	A	G	G	G	G	G	G		G	G	G	G	G	G	G	G	G	G	G	G	1	0	1
1.3	Tempo of Information Sharing	A	G	G	G	G	G	G	G	G		G	G	G	G	A	G	G	G	G	G	G		G	G	G	G	G	G	G	G	G	G	G	G	1	0	1
1.4	Communications (Mass messaging)	G	G	G	G	G	G	G	G	G		G	G	G	G	A	G	G	G	G	G	G		G	G	G	G	G	G	G	G	G	G	G	G	1	0	1
1.5	Communications Means	G	G	G	A	G	G	G	G	G		G	G	G	G	A	G	G	G	G	G	G		G	G	A	G	A	G	G	G	A	A	G	6	0	6	
1.6	Communications Means Hierarchy	G	G	G	G	G	G	G	G	G		G	G	G	G	A	G	G	G	G	G	G		G	G	G	G	G	G	G	G	G	G	G	1	0	1	
1.7	Communications provision at SCC	G	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0
1.8	Debrief Reports	G	G	G	G	G	G	G	G	G		G	G	G	G	A	G	G	G	G	G	G		G	G	G	G	G	G	G	G	G	G	G	G	1	0	1
1.9	Provision of Personnel (LALO)	n/a	G	G	G	G	G	G	G	R		G	G	G	G	A	G	G	G	G	G		G	G	G	G	G	G	G	G	G	G	G	G	1	1	2	
1.10	Provision of Personnel (LLAG)	n/a	G	A	G	G	G	G	G	A		G	G	G	G	A	G	G	G	G	G		G	G	G	G	G	G	G	G	G	G	G	3	0	3		
1.11	Provision of Personnel (LLACC)	A	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0
1.12	LLACC Staffing	A	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0
1.13	LLAG Procedures	A	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0
1.14a	Training provided by London Resilience	G	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0
1.14b	Training Provided by Boroughs	n/a	G	A	A	G	G	G	G	A	G		G	G	G	G	A	A	G	G	G	G		A	G	G	G	G	A	G	G	G	G	G	7	0	7	

Ref	LLAAC	Central						NC						NE					SE					SW					West						Total amber	Total red	Sum (a + r)	Risk Rating	
		City of London	Kensington & Chelsea	Lambeth	Southwark	Tower Hamlets	City of Westminster	Barnet	Camden	Enfield	Hackney	Haringey	Islington	Barking & Dagenham	Havering	Newham	Redbridge	Waltham Forest	Bexley	Bromley	Croydon	Greenwich	Lewisham	Kingston	Merton	Richmond	Sutton	Wandsworth	Brent	Ealing	Hammersmith & Fulham	Harrow	Hillingdon	Hourslow					
1.15a	Pan-London Exercising	G	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	
1.15b	Borough Level exercising	n/a	G	A	G	G	G	G	A	A		G	G	G	G	A	G	G	G	G	G	G		A	G	G	G	G	A	G	G	G	G	G	G	6	0	6	
1.16	Oversight by LAP	G	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	0	0	
2.1	Generic Emergency Management Plan	n/a	G	G	G	G	G	G	G	G		G	G	G	G	G	G	G	G	A	G		G	G	G	G	G	G	G	G	G	A	G	G	2	0	2	VH	
2.2	Business Continuity	n/a	G	G	G	A	G	G	G	G		G	A	G	R	G	G	G	A	A	G		G	G	G	G	G	G	G	G	G	G	G	G	4	1	5	VH	
2.3	Humanitarian Assistance	n/a	G	A	G	G	G	G	G	G		G	G	A	G	A	R	G	A	A	G		G	A	G	A	G	G	G	G	G	A	A	10	1	11	VH		
2.4	Shelter	n/a	G	G	G	G	G	G	G	A		A	G	G	G	G	A	A	G	G	G		G	G	G	A	G	G	G	G	G	A	G	6	0	6	VH		
2.5	Evacuation	n/a	G	G	A	A	G	A	G	G	A		A	G	G	G	A	G	A	G	G	A	G		G	G	G	G	G	G	G	G	A	G	9	0	9	VH	
2.6	Identification of Vulnerable Persons	n/a	G	A	R	A	G	G	G	G		A	A	A	G	A	G	A	G	G	G		G	G	G	G	G	G	G	G	G	A	A	9	1	10	VH		
2.7	Warning, Informing and Alerting	n/a	G	A	G	G	G	G	G	A		G	G	G	G	G	A	G	R	G	G		G	G	G	G	G	G	G	G	G	A	G	4	1	5	VH		
2.8	Resilient Telecommunications	n/a	G	G	G	A	G	G	G	G		A	A	A	G	G	G	R	G	R	G		G	G	G	G	G	G	A	G	G	G	G	5	2	7	H		
2.9	Recovery Management	n/a	G	G	G	G	G	G	G	G		G	G	A	G	G	G	A	G	A	G		G	A	G	G	G	G	G	G	G	G	G	4	0	4	VH		
2.10	Structural Collapse and Site Clearance	n/a	G	G	A	A		G	G	G	R		G	G	A	G	R	R	R	G	G	A	G		A	G	G	G	G	G	G	A	A	7	4	11	M		
2.11a	Mass Fatalities	n/a	G	G	R	A	A	G	A	G	A		G	G	G	G	R	A	G	G	G		A	G	G	G	G	G	G	G	A	A	G	8	2	10	H		
2.11b	Designated Disaster Mortuary	n/a	n/a	n/a	n/a	n/a	n/a	G	n/a	G	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	G	n/a	G	n/a	n/a	n/a	n/a	0	0	0	H	
2.11c	National Emergency Mortuary Arrangements	n/a	n/a	n/a	n/a	n/a	n/a	A	A	G	n/a	n/a	n/a	n/a	n/a	n/a	A	n/a	n/a	n/a	G	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	G	3	0	3	H	

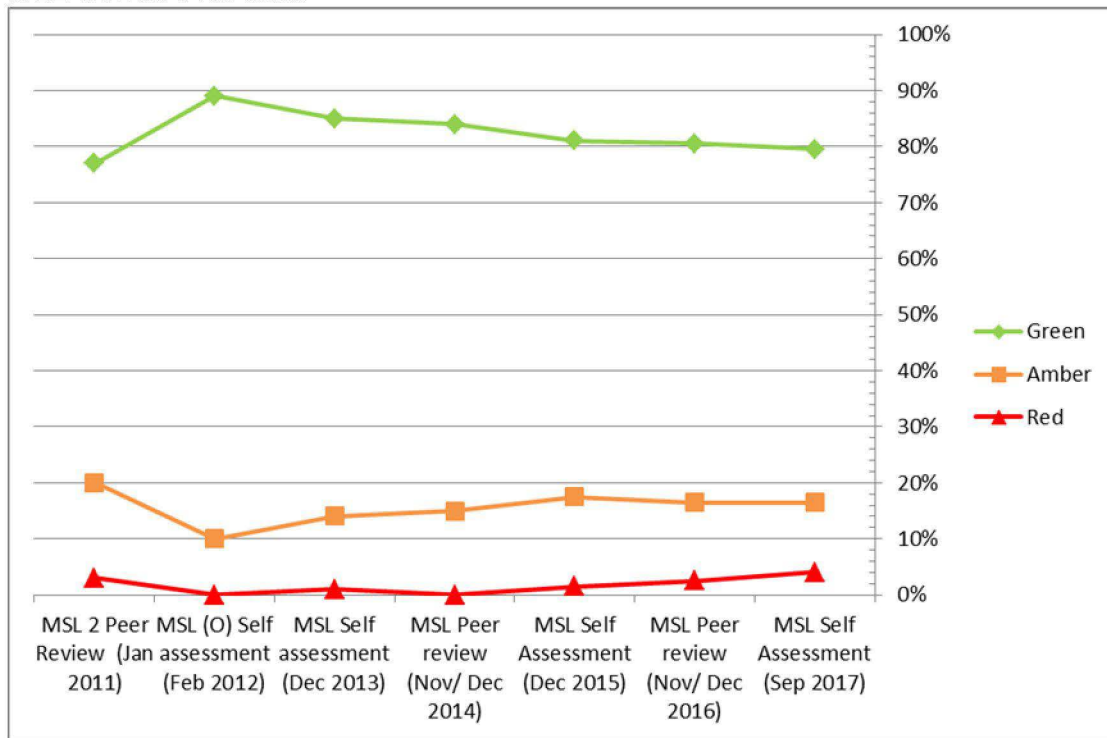
Ref	LLACC	Central					NC					NE				SE				SW				West					Total amber	Total red	Sum (a + r)	Risk Rating								
		City of London	Kensington & Chelsea	Lambeth	Southwark	Tower Hamlets	City of Westminster	Barnet	Camden	Enfield	Hackney	Haringey	Islington	Barking & Dagenham	Havering	Newham	Redbridge	Waltham Forest	Bexley	Bromley	Croydon	Greenwich	Lewisham	Kingston	Merton	Richmond	Sutton	Wandsworth					Brent	Ealing	Hammersmith & Fulham	Harrow	Hillingdon	Hounslow		
2.12	Excess Deaths	n/a	A	G	G	G		G	G	A	G		G	G	G	G	G	G	G	A	G		G	G	G	G	G	A	G	G	G	G	G	G	4	0	4	VH		
2.13	Pandemic Influenza	n/a	A	A	G	G	G	G	G	G	G		G	G	G	G	G	G	G	A	G		G	G	G	G	G	G	G	G	G	G	G	G	3	0	3	VH		
2.14	Outbreak of a notifiable animal disease	n/a	G	G	A	R		A	A	A	A		R	G	G	A	R	A	G	A	A	G		A	G	G	A	G	G	A	A	G	A	14	3	17	M			
2.15	Flood Response	n/a	G	G	G	G	G	G	G	G	G		G	G	G	A	G	G	G	G	G	G		G	G	G	G	G	G	G	G	A	G	G	2	0	2	VH		
2.16a	Severe Weather	n/a	G	G	G	G	G	A	G	G	G		G	G	G	G	G	A	G	G	G	G		G	G	G	G	G	G	G	G	G	G	2	0	2	H			
2.16b	Heatwave	n/a	G	G	G	G	A	A	G	G	G		G	G	G	G	G	G	G	G	G	G		G	G	G	G	G	G	G	G	G	G	2	0	2	H			
2.16c	Drought	n/a	A	R	R	G	A	A	G	R	G		G	A	R	G	R	R	G	G	G	G		A	G	G	G	G	G	G	A	A	R	7	7	14	H			
2.16d	Extreme Cold	n/a	G	G	G	G	A	G	G	G	G		G	G	G	G	G	G	G	G	G	G		G	G	G	G	G	G	G	G	G	G	1	0	1	H			
2.17	Fuel Disruption	n/a	G	G	A	G	A	G	G	A	G		G	G	A	A	A	A	A	A	A	G		G	A	G	G	G	G	G	A	G	A	12	0	12	H			
2.18	CBRNE	n/a	G	R	R	A		G	A	G	A		G	G	R	G	R	A	R	G	A	A	G		A	G	G	G	G	G	G	G	A	G	8	5	13	M		
2.19a	Control Of Major Accident Hazards (COMAH) - Upper Tier	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	A	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	G	G	1	0	1	M	
2.19b	COMAH Lower-Tier	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	G	n/a	n/a	n/a	n/a	n/a	R	n/a	G	A	n/a	n/a	G	n/a	n/a	G	G	n/a	G	n/a	G	n/a	n/a	G	G	1	1	2	M		
2.20	Pipeline Safety Regulations	n/a	n/a	n/a	n/a	n/a	n/a	G	n/a	R	n/a	n/a	n/a	R	G	R	G	n/a	G	A	A	G		A	n/a	A	G	A	G	G	A	A	A	A	9	3	12	M		
2.21	REPPiR	n/a	G	G	R	G		G	G	G	R		G	G	R	G	R	A	R	G	A	A	G		A	G	A	G	A	G	G	A	A	A	G	9	5	14	M	
Total green		10	30	24	22	25	23	29	31	29	23	0	28	29	25	35	12	24	20	34	26	23	36	0	25	31	32	31	32	32	34	32	26	23	30					
Total amber		4	3	7	6	7	5	6	4	5	9	0	4	4	6	1	16	8	8	1	7	12	0	0	9	3	3	3	3	3	3	1	3	8	13	6				
Total red		0	0	2	5	1	0	0	0	1	4	0	1	0	4	0	7	3	6	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1			
Sum		3	9	11	8	5	6	4	6	13	0	5	4	10	1	23	11	14	1	9	12	0	0	9	3	3	3	3	3	3	1	3	8	13	7					

RAG Key

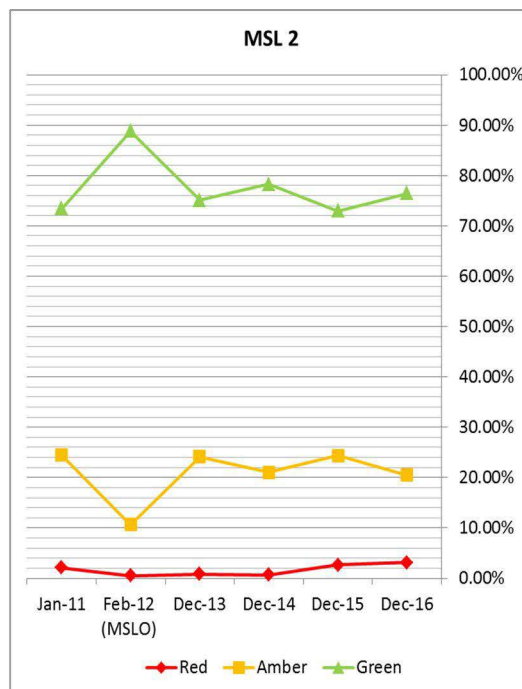
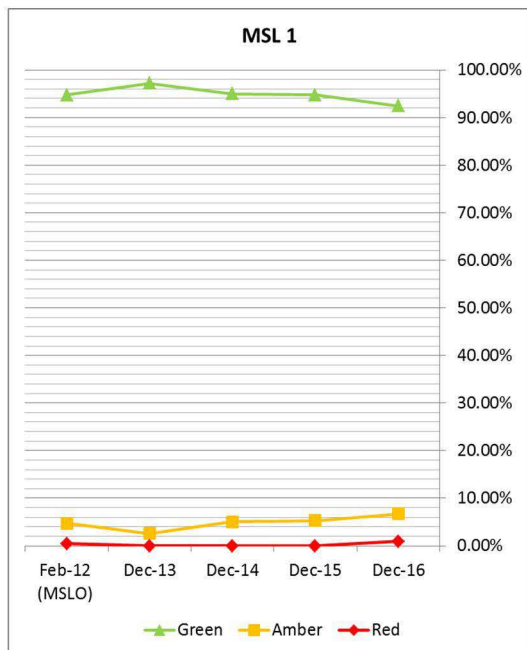
<p>GREEN (operational)</p>	<ul style="list-style-type: none"> • Capability or plan is documented (not necessarily a stand alone document/plan) and where required agreed by multi-agency partners; • Majority of key roles are trained and/or appropriate training programme is in place; and • Plan has been successfully exercised or utilised. <p>Note: An established capability that is undergoing systematic review should be assessed as green provided it meets the above criteria.</p>
<p>AMBER (operational but requires development)</p>	<ul style="list-style-type: none"> • An operational capability is in place but requires development (outside of systematic review), e.g; <ul style="list-style-type: none"> ○ Requires formal documentation and / or agreement; ○ Requires development of training programme / some key personnel have not been trained in their role and there is no programme in place to do so; ○ Requires exercising / validating.
<p>RED (not operational)</p>	<ul style="list-style-type: none"> • It is deemed that there is no operational capability or plan in place, e.g; <ul style="list-style-type: none"> ○ There are significant gaps in identification of personnel to undertake specific roles; ○ There are significant gaps in provision of training / core required skills; ○ The capability has not been operated or validated / exercised.

Appendix 2 – MSL results

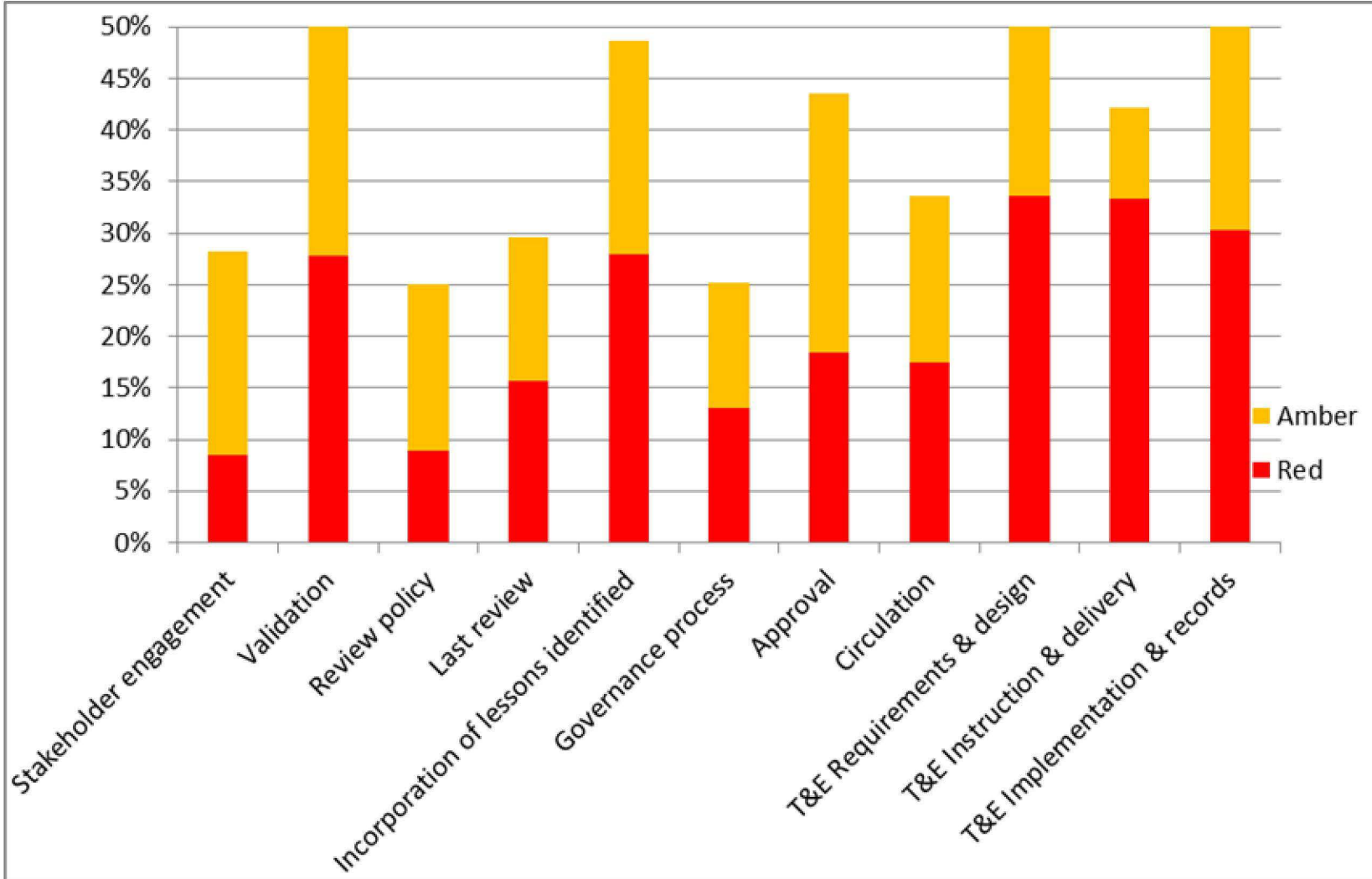
MSL trends over time



Separate trends for MSL 1 and MSL 2



Overview of amber and red ratings for all generic assessment criteria across all 8 MSL



Appendix 3 – Trends for capabilities

The table below gives an overview of the trends for capabilities identified within the MSL Self Assessment 2017 results. The table includes useful background information and additional comments on the results:

Capability	No. of Ambers / Reds	Previously identified as trend	New / old assessment format	LAP Business plan	Comments
2.3 Humanitarian Assistance	10 Amber, 1 Red	2013, 2014, 2015, 2016	old	Regional Capability Development 2016/17: Review of the London Humanitarian Assistance Plan	Boroughs reporting this capability as amber or red, indicated that <ul style="list-style-type: none"> more work is required to develop this capability following recent incidents. they have no formal arrangements in place to appoint a HALO further training is required.
2.5 Evacuation	9 Amber	2016	old	Regional Capability Development 2017/18: Review of the Mass Evacuation Framework	The majority of boroughs reporting this capability as amber or red, stated that the capability requires further development and that they had not all of the MSL requirements in place, e.g. specific arrangements to coordinate the evacuation of schools/ children's homes and/or to coordinate transport infrastructure to the evacuation shelters.
2.6 Identification of Vulnerable Persons	9 Amber, 1 Red	2014, 2015, 2016	old	Regional Capability Development 2017/18: Identification of the Vulnerable Guidance	Most boroughs reporting this capability as amber or red, indicated that they are still experiencing problems in establishing this capability, namely adequate procedures to obtain data and cooperation with partner agencies.

Capability	No. of Ambers / Reds	Previously identified as trend	New / old assessment format	LAP Business plan	Comments
2.10 Structural Collapse and Site Clearance	7 Amber, 4 Red	-	new	Regional Capability Development 2018/19: Structural Collapse Response and Recovery	The majority of boroughs reporting this capability as amber or red, have indicated that the capability requires further development following lessons identified in recent incidents.
2.11a Mass Fatalities	7 Amber, 2 Red	2013, 2014, 2015, 2016	new	Regional Capability Development 2018/19: Review of the Mass Fatality Plan	The majority of boroughs reporting this capability as amber or red, have indicated that the capability requires further development following lessons identified in recent incidents. A few boroughs stated that they had no local capability documented and only referred to the Mass Fatality Plan / DDM plan for their coronial area.
2.14 Outbreak of a Notifiable Animal Disease	14 Amber, 3 Red	2015, 2016	new	Other periodic reviews: Animal Diseases	Boroughs reporting this capability as amber or red, indicated that <ul style="list-style-type: none"> • an update of the capability is required • the capability does not exist / is not documented within the borough • not all MSL requirements are met, e.g. profile of animal premises and access to specialized equipment. •

Capability	No. of Ambers / Reds	Previously identified as trend	New / old assessment format	LAP Business plan	Comments
2.16c Drought	5 Amber, 7 Red	2016	old	Regional Capability Development 2017/18: Review of the Adverse Weather Framework (now: Severe Weather and Natural Hazards Framework)	Most boroughs reporting this capability as red or amber, stated that currently they had no documented capability in place or that the capability is currently in development.
2.17 Fuel Disruption	11 Amber	2013, 2014, 2015, 2016	old	Regional Capability Development 2018/19: Review of the Fuel Disruption Protocol	The majority of boroughs reporting this capability as amber or red, stated that their plans still required further development. Some boroughs feel that further guidance is required regarding the identification of priority users / critical services and adequate demand calming measures.
2.18 CBRN(E)	8 Amber, 5 Red	2015, 2016	new	Regional Capability Development 2018/19: Review of the CBRN(E) Response Framework	London boroughs reporting this capability as amber or red, indicated that the capability within their borough is currently limited due to the following reasons: <ul style="list-style-type: none"> • Capability not documented • Capability in development • Capability currently not in place

Capability	No. of Ambers / Reds	Previously identified as trend	New / Old assessment format	LAP Business plan	Comments
2.20 Pipeline Safety Regulations	9 Amber, 3 Red	-	new	-	London boroughs reporting this capability as amber or red, indicated that the capability within their borough is currently limited due to the following reasons: <ul style="list-style-type: none"> • Capability not documented • Capability in development
2.21 Radiation Emergency Preparedness and Public Information Regulations (REPPIR)	9 Amber, 5 Red	2015	new	-	London boroughs reporting this capability as amber or red, indicated that the capability within their borough is currently limited due to the following reasons: <ul style="list-style-type: none"> • Capability not documented • Capability in development

Appendix 4 – Trends for new assessment criteria

The table below gives an overview of the trends identified for the new assessment criteria within the MSL Self Assessment 2017 results. The table includes the detailed assessment criteria and additional comments on the results:

Assessment Criteria	Sub Criteria	Comments
Development & Review: Validation	Evidence that plan/capability was tested via exercise or other appropriate testing event with relevant stakeholders.	London Boroughs reporting this criterion as amber or red, indicated that no testing had taken place within the current review period or that they had no evidence to show that validation had taken place.
Development & Review: Incorporation of lessons identified	Evidence that lessons identified (from a training/ exercise/ incident event as part of the general plan maintenance procedure) were incorporated into the plan/ capability document.	London Boroughs reporting this criterion as amber or red, stated that <ul style="list-style-type: none"> • there was no previous incident / exercise and therefore no lessons learned • they didn't have a formal process lessons process in place • lessons were identified as part of exercises / incidents, but were not incorporated in the plan / capability (yet).
Governance: Approval	Evidence that plan/capability was signed off at the appropriate managerial level (those delegated with the power to enact plan, authorise expenditure and have management responsibility for resources required within the plan. Plan creators should not also be authorised to approve the plan.)	Most boroughs reporting this criterion as amber or red, stated that they either didn't have a formal / documented governance process in place or that they were awaiting approval at the moment. This could indicate a lack of commitment from senior levels towards emergency planning.
Assessment Criteria	Sub Criteria	Comments
Governance: Circulation	Evidence that plan/capability has been distributed/circulated to relevant stakeholders and is made available to relevant internal	This criterion was mainly reported as amber or red for plans and capabilities, where boroughs were still awaiting approval of the

	stakeholders.	plan by senior management (see above).
Embedding: Training requirements & design	Evidence that training requirements (i.e. content, skills, frequency, etc.) were identified and that an appropriate training package was designed.	<p>Most boroughs reporting these criteria as amber or red, stated that no training had been conducted during the last 3 years (or ever), especially for the following capabilities:</p> <ul style="list-style-type: none"> • Structural Collapse and Site Clearance • Outbreak of a Notifiable Animal Disease • CBRN (E) • Pipeline Safety Regulations • REPPIR <p>This indicates that boroughs lack the resources to conduct the required training and exercises on a regular basis.</p>
Embedding: Instruction and delivery	Evidence that training is delivered by appropriately trained, qualified and experienced instructor.	
Embedding: Implementation & records	Evidence that training and exercises are scheduled and conducted on a regular basis for all staff necessary to activate the plan/capability.	

Appendix 5 – Survey Results from Resilience Strategies

The overarching resilience activities “Risk Management”, “Community Resilience”, and “BC Promotion” were examined in form of a survey to investigate underlying issues.

Risk Management

Survey Question	Summary of responses
Full description of risks in BRR	29 boroughs confirmed that they have a full description of each risk in their borough risk register, including an explanation of likelihood and impact.
Documented risk assessment process	29 boroughs document the BRF production process in either their BRF business plan or as part of their borough risk register.
Sharing of updated BRR	26 boroughs sharing their updated risk register with all relevant BRF agencies, whilst 9 additionally put the risk register on their public facing website.
Reference to the BRR role	23 boroughs reference their Borough Risk Register’s role in either their business plans or general resilience policy. Three boroughs said that this was in development and included in their 2017/18 business plans.

Community Resilience

Survey Question	Summary of responses
Documented strategy	Seven boroughs have a documented strategy in place. These detail a programme of multi-agency collaborative work with emergency responders, members of the public, voluntary and faith sectors. A further 11 boroughs commented that they have many community resilience related initiatives or are developing a strategy in 2017/18.
Info on Council’s webpages	25 boroughs have up to date information on community resilience for the public on the Council’s webpages, although some information could be updated further. Two boroughs have information awaiting publication.
Public information campaigns	20 boroughs engage in proactive public information campaigns although this is often ad hoc and can vary depending on priorities.
Regular survey / review of activities	14 boroughs do not regularly review community resilience within their borough. Those who do use internal audits and community resilience themed webpage ‘hit’ monitoring.
Other community resilience campaigns	14 boroughs engage in community resilience campaigns beyond the measures outlined above. Many boroughs encourage their communities to sign up to the UKPN priority list and work with the EA to inform flood risk area residents.
Documented proof of activities	13 boroughs have documented proof of community resilience activities. This includes meeting minutes, post event reports and community magazine publications.

Business Continuity Promotion

Survey Question	Summary of responses
BC promotion strategy	15 boroughs confirmed that they have a documented Business Continuity Promotion Strategy. Others have plans to develop this strategy soon or have it in their 2017/18 business plan.
Documented proof that strategy is followed	15 boroughs have documented proof that the strategy is followed. This is through the business plan, webpage activities, meeting minutes and attendance, amongst other means.
Info on Council's webpages	23 boroughs said that they have up to date information on business continuity promotion for small and medium enterprises on the Council's webpages. Four boroughs are awaiting publication of this information. Additional information is signposted as available on London Prepared.
Proactive BC promotion campaigns	17 boroughs said that they engage in proactive business continuity promotion campaigns targeted to the specific needs of the organisations being advised. This included quarterly business continuity meetings, events and the use of leaflets and brochures.
Procedure for dealing with requests for BC advice	19 boroughs have a procedure for dealing with requests for detailed BC advice. Many of these are via their borough website or directly to an emergency planning email address.
Regular survey / review of activities	20 boroughs reported that they do not have a regular survey or review on business continuity knowledge and activities in small and medium enterprises within the borough. Greenwich reported that they produce monthly web statistics to monitor usage and trends.
Other BC promotion campaigns	13 boroughs said that they carry out Business Continuity promotion campaigns beyond the measures outlined above. The majority of these events take place during Business Continuity Awareness Week.
Documented proof of activities	16 boroughs have documented proof of Business Continuity promotion activities. This includes the use of borough websites, the BC strategy and documentation held on file of BC events and activities.

Recommendation

A significant amount of detailed information has been collated as part of this survey in relation to how boroughs engage in these resilience activities. This data should be used to inform any workstreams concerned with any of the areas above.