



## LONDON RESILIENCE

### APPENDIX 5 - LAP IG Covid-19 Assurance checklist September/October 2020

---

#### Guidance:

1. All boroughs are recommended to consider the following questions individually. Emergency Planning teams should support their organisations to reflect on these questions corporately, to provide a whole-organisation response.
2. The assurance process is not seeking to hold boroughs to account but to provide a London wide picture of preparedness.
3. Use informal or formal meetings to discuss findings and consider:
  - a. Areas of concern needing escalation to chief executive level, and
  - b. Areas for collaborative support to ensure improvement through your sub regions.
4. Questions are designed to give direction and to highlight potential gaps.
5. The responses are not required to include the submission of documentation as evidence, unless the borough wishes to submit 'best practice' or useful documents.
6. Results can be shared in an anonymised way.

Please complete and return by the 9<sup>th</sup> Oct to [simon.marrow@cityoflondon.gov.uk](mailto:simon.marrow@cityoflondon.gov.uk)

Borough:	Hammersmith & Fulham
Completed by:	Neil Thurlow, Head of Community Safety
Sign off (Director responsible for resilience):	Matthew Hooper, Chief Officer for Safer Neighbourhoods & Regulatory Services

## LONDON RESILIENCE

### Emergency Planning & Resilience Covid-19 Assurance checklist (2<sup>nd</sup> wave)

RAG Rating for each RSL overall; key: **Green** no action required; **Amber** action required; **Red** urgent action required

Resilience Standard for London	Questions	RSL RAG Rating	Comment
<b>RSL1 Risk Assessment</b>	<ol style="list-style-type: none"> <li>1. Have you reviewed the Reasonable Worst Case Scenario and considered the implications for your borough?</li> <li>2. Have you considered how the ongoing Covid-19 situation affects other risks in your Borough Risk Register?</li> </ol>		<ol style="list-style-type: none"> <li>1. Yes: on 3 March 2020 a tabletop exercise was conducted with Director of COVID-19, Director of Public Health, senior managers and service leads to address the Worst-Case Scenario and to identify any implications for Hammersmith &amp; Fulham. A recovery pre-mortem on 22 June 2020 looked forward at various worst case scenarios, which resulted in further briefings (please see the details below, section 7)</li> <li>2. Yes: Borough Risk Register is fully populated with COVID related risks. It was reported to our audit and pensions committee on 15 September 2020.</li> </ol>
<b>RSL2 Political Leadership</b>	<ol style="list-style-type: none"> <li>3. Have you got an agreed protocol for updating Cabinet Members and other members in relation to</li> </ol>		<ol style="list-style-type: none"> <li>3. Yes: this is all part of the emergency</li> </ol>

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
	<p>significant changes in the Covid-19 situation?</p> <p>4. Are Members clear on how they will be engaged in the event of a local outbreak? Is this well documented in your Local</p>		<p>Communications Plan. Therefore, members would be contacted and kept updated. The Chief Executive continues to have regular dialogue with the Leader and deputy Leader</p> <p>4. Yes: they are quite clear about localised issues. Ward members are kept informed and the Cabinet is engaged throughout. Therefore, they are quite clear about how they will be communicated with regarding local outbreaks.</p>
<p><b>RSL3 Managerial Leadership</b></p>	<p>5. Have you reviewed your internal Covid-19 coordination arrangements, to ensure they will continue to be suitable in the event of a second wave? Are you able to flex or adapt your arrangements according to changing circumstances?</p> <p>6. Do you have enough cover for key roles at Gold and Silver level?</p>		<p>5. Yes: our internal COVID-19 coordination arrangements are robust and regularly reviewed to ensure they are suitable in the event of a second wave. We can flex and adapt our arrangements according to changing circumstances.</p> <p>6. Yes: we have cover for the key Gold and Silver roles on a rota basis. Our on-call document outlines the</p>

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
			COVID-19 Gold, H&F Gold and Silvers that are on-call on a weekly basis.
<b>RSL4 Organisational Engagement</b>	7. Have you debriefed from the first wave across the organisation to gather lessons widely?		7. Yes: our initial lessons learned briefing was on 15 June 2020 and the recovery group's pre-mortem findings briefing was presented to the leadership forum on 22 June 2020. A further briefing was on 10 July 2020 to update on the planned actions taken from these findings and on 22 July 2020 there was a follow-up briefing. From 24 September we have been assessing the progress of our recovery programme e.g. our evolving COVID-19 response, financial resilience and innovation, rebuilding the economy. Assessment workshops continue and include reviewing goals set in March/April. This ensures that they are still relevant and that our actions continue to be effective. These briefings are

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
			regularly presented to the Recovery Board/SLT.
<b>RSL5 Capabilities, Plans &amp; Procedures</b>	<p>8. Do you have plans to restart support to the Shielded Cohort?</p> <p>9. Would you be able to resume local food hubs in the event of a lockdown?</p>		<p>8. Yes, some support is still in place (Shield Hotline) and plans are agreed to increase support as required in response to reintroduction of formal Shielding Programme9.</p> <p>9. Yes: Food Support Hubs (e.g. HFFB Food Bank) have continued to operate from before and after lockdown. H&amp;F Council has worked in partnership with various local food hubs (e.g. Food Bank) and support continues. Levels of support will be adjusted depending on level of need.</p>
<b>RSL6 Resources, Roles &amp; Responsibilities</b>	<p>10. Do you have adequate coverage in all your key emergency response roles?</p> <p>11. Does this give you enough confidence that you can</p>		<p>10. Yes: we currently have adequate cover, similar to that in wave 1. We believe this will be adequate based on our previous experience. If necessary, we would request mutual assistance</p> <p>11. Yes: as proved in the first</p>

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
	<p>escalate your BECC to deal with the pressures of a second wave?</p> <p>12. Do you have confidence that you could deal with a parallel major incident affecting your borough?</p> <p>13. Have you considered the resilience of your key response staff and their ability to sustain a response in the Covid-19 crisis?</p>		<p>wave, we had eleven BECC Officers from across the organisation on a rota basis. We can escalate up/down as necessary.</p> <p>12. Yes, but of course will depend on the nature of the situation. We have a COVID-19 rota and a BAU emergency response incident rota - both run well in parallel. Depending on the incident and the severity of current Covid impact we would consider requesting mutual assistance.</p> <p>13. Our resilience has been successfully tried and tested so far and as a result we have confidence in our staff; but we are concerned (similar to other Local Authorities) about the ability of staff to continue to deliver under pressure as a second wave reaches its peak. We will continue to assess, review and revise our arrangements in these ever-changing circumstances.</p>

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
<b>RSL7 Partnerships</b>	<p>14. How are you engaging with partners in preparing for a second wave?</p> <p>15. Do you have adequate partnership coordination arrangements at Gold and Silver level?</p>		<p>14. We have increased the frequency of BRF meetings during the emergency. Initially they were held fortnightly and currently they are monthly. Attendance from all partner agencies is excellent. All aspects of our response have been discussed and co-ordinated with partners through the BRF.</p> <p>15. Yes: we have partnership coordination arrangements at Gold and Silver level. An internal Silver group meets every week to update and share information. Strategic meetings also take place e.g. with MPS concerning issues around public safety, in terms of partnership working, reviewing actions due to legislation changes and enforcement action. These meetings can be escalated as required by our partners or in response to escalating</p>

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
	16. Have you discussed arrangements for mobilising mutual aid with your sub-regional neighbours?		circumstances. 16. Yes: we engage in regular West London sub-regional meetings to discuss issues around COVID-19 and BAU. There is a West London Mutual Aid Agreement in place and H&F attended the west London second wave planning exercise hosted by Hounslow on 19 <sup>th</sup> August.
<b>RSL8 Training, Exercising &amp; Evaluation</b>	17. Have you exercised your Outbreak Management Plans?  18. Have you undertaken exercises to evaluate your readiness for a second wave?		17. Yes: our outbreak plans were exercised with the service leads, emergency planning and with our Director of Public Health leading.  18. Yes: outbreak plans have been exercised. Business continuity plans have been reviewed and signed off for all services across the organisation in readiness for a second wave.
<b>RSL9 Business Continuity</b>	19. Have you updated your business continuity plans to adapt to the “new normal” ways of working?		19. Yes, there has been a revaluation of plans.



## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
	20. Are services ready for a second wave?	Green	20. Yes: services have adapted in a positive way during the first wave and proved their readiness and adaptability as the pandemic unfolded. They continue to do so during these challenging circumstances.
	21. Do you have adequate plans for a social care surge response?		21. Yes: our Winter Plan addresses the wider scope for not just being prepared for a second wave but also for the 'flu. This plan also covers systems we had in place from the beginning of the COVID-19 emergency, e.g. front door activity, conversations matter.
	22. Have you undertaken work to assess and bolster the resilience of the local social care provider market?		22. Yes: market stability is covered in the recovery reporting with PMO holding detail and the highlight dashboard reporting. We are working through twice weekly meetings with key provider markets e.g. care homes and homecare. We provided funding during the first wave and PPE free of

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
			charge to support providers and are now dispensing the infection control funding to assist providers. We work with CQC on market stability and this forms a key part of our Winter Plan.
<b>RSL10 Community Resilience</b>	<p>23. How have you engaged your local community and voluntary sector in preparing for the second wave?</p> <p>24. Have you considered the support and engagement arrangements with the local business sector?</p>		<p>23. We have maintained contact with our communities and voluntary sector throughout recovery and have in place step-up arrangements in preparation for any second wave. H&amp;F have also increased the frequency of Faith Forum meetings to address issues related issues of VAWG and rough sleeping.</p> <p>24. Yes: local businesses would look to central government to support them with business grants. We would be the intermediate to obtain those grants and distribute them, therefore financial support is dependent on what is available nationally. We</p>

## LONDON RESILIENCE

Resilience Standard for London	Questions	RSL RAG Rating	Comment
			continue to convene weekly business network meetings, with support from specialist speakers, to provide advice and help businesses to recover. We also continue our weekly town-centre delivery team meetings that includes shopping centres and BIDS. We continue to provide guidance, including relevant government guidance, one to ones etc. and to cascade it through various communication channels.
<b>RSL11 Recovery Management</b>	25. Do you have an agreed Covid-19 Recovery strategy in place that has been agreed by Members		25. Yes, our recovery strategy is in place. The planning began on 7 May 2020 and was agreed by Members and in place by 19 June 2020

END