

London Borough of Hammersmith & Fulham

Report to: Cabinet

Date 05/07/2021

Subject: Annual Emergency & Business Continuity Report

Report of: Councillor Wesley Harcourt, Cabinet Member for the Environment

Report author: Denise Prieto – Emergency Planning & Resilience Manager

Responsible Director: Sharon Lea, Strategic Director for the Environment

Summary

The ability to respond and recover quickly from an incident is a measure of 'resilience' and is an important aspect of building safer and stronger communities that contribute to the H&F Vision.

The Council has responsibilities under the Civil Contingencies Act 2004 to plan and respond to emergencies and to have business continuity arrangements in place to reduce the risk of service disruption.

This report seeks to ensure robust governance arrangements whereby Cabinet annually agrees the work programme and priorities. For 2020/21 the work programme focuses on lessons learned/best practice in emergency planning including the ongoing **H&F COVID-19 Pandemic** response. It will also focus on establishing Resilience Standards for London priorities throughout the organisation and continuing our preparations for Brexit, along with business as usual business continuity and resilience.

This report provides an overview of activity over the previous year and the priorities and work plan for the forthcoming year.. The report highlights areas of work for the new financial year to ensure continuous improvement in the service.

Recommendation

1. To note that appendix 3 is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. That Cabinet notes the report and the work plan for 2020-2021.

Wards Affected: All

H&F Values

| Our Values | Summary of how this report aligns to the H&F Priorities |
|--|---|
| Creating a compassionate council | <i>The care and welfare of our residents especially in emergencies is at the top of our agenda.</i> |
| Doing things with residents, not to them | <i>Building Community Resilience is priority for H&F to ensure our communities are prepared and can respond and recover quickly in times of emergency. We want to ensure that our communities can help themselves during an emergency in a way that complements emergency services and reduces the impact of an emergency on our community both in the short and long term.</i> |

Financial Impact

The annual service budget for 2020/21 is £340,000 (for all staffing and non-staffing costs) and the service has been recently operating under some considerable financial pressure (there was an overspend of 3% in 2019/20 and this is projected at almost 14% for 2020/21).

Additional resources of £50,000 have allocated to the service as part of the 2021/22 Budget process and was approved by Full Council on 25 February 2021. This should ensure that the service work plans can continue to be effectively delivered within the approved budget.

Legal Implications

Section 2 of the Civil Contingencies Act 2004 requires the Council as a category one responder to carry out risk assessments, and to complete emergency plans and business continuity arrangements.

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Background Papers Used in Preparing This Report

None

BACKGROUND

The council has a robust emergency plan in place, and this was activated several times over the previous year. There are national and regional frameworks in place that govern how local plans are produced. Our plans continue to be updated as part of EP2020, the Government Standards for Emergency and Resilience for the 2020s.

Part 1 of the Civil Contingencies Act 2004 and supporting regulations and statutory guidance establish a clear set of roles and responsibilities for those involved in emergency preparation and response at the local level. The Act divides local responders into 2 categories, imposing a different set of duties on each.

Those in Category 1 are organisations at the core of the response to most emergencies (the emergency services, local authorities, NHS bodies). The aim is to ensure organisations have effective, well-practiced emergency plans in place. The Council as a Category 1 responder is subject to the full set of civil protection duties and is required to:

- assess the risk of emergencies occurring and use this to inform our contingency planning
- put in place emergency plans and business continuity management arrangements
- put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- share information and co-operate with other local responders to enhance co-ordination and efficiency
- provide advice and assistance to businesses and voluntary organisations about business continuity management

H&F's EMERGENCY RESPONSE STRATEGIC PRIORITIES

1. The Council's Strategic Priorities for any **emergency response** are to:

- a) provide support to incident responding agencies as required;
- b) support the vulnerable;
- c) maintain continuity of council service provision;
- d) provide assistance and information to Hammersmith and Fulham's communities and businesses and;
- e) provide community leadership;
- f) and assist the return to 'normality'.

These may be amended by the Council strategic lead (Gold) in consultation with Council response lead (Silver) once the details of a specific incident become clear.

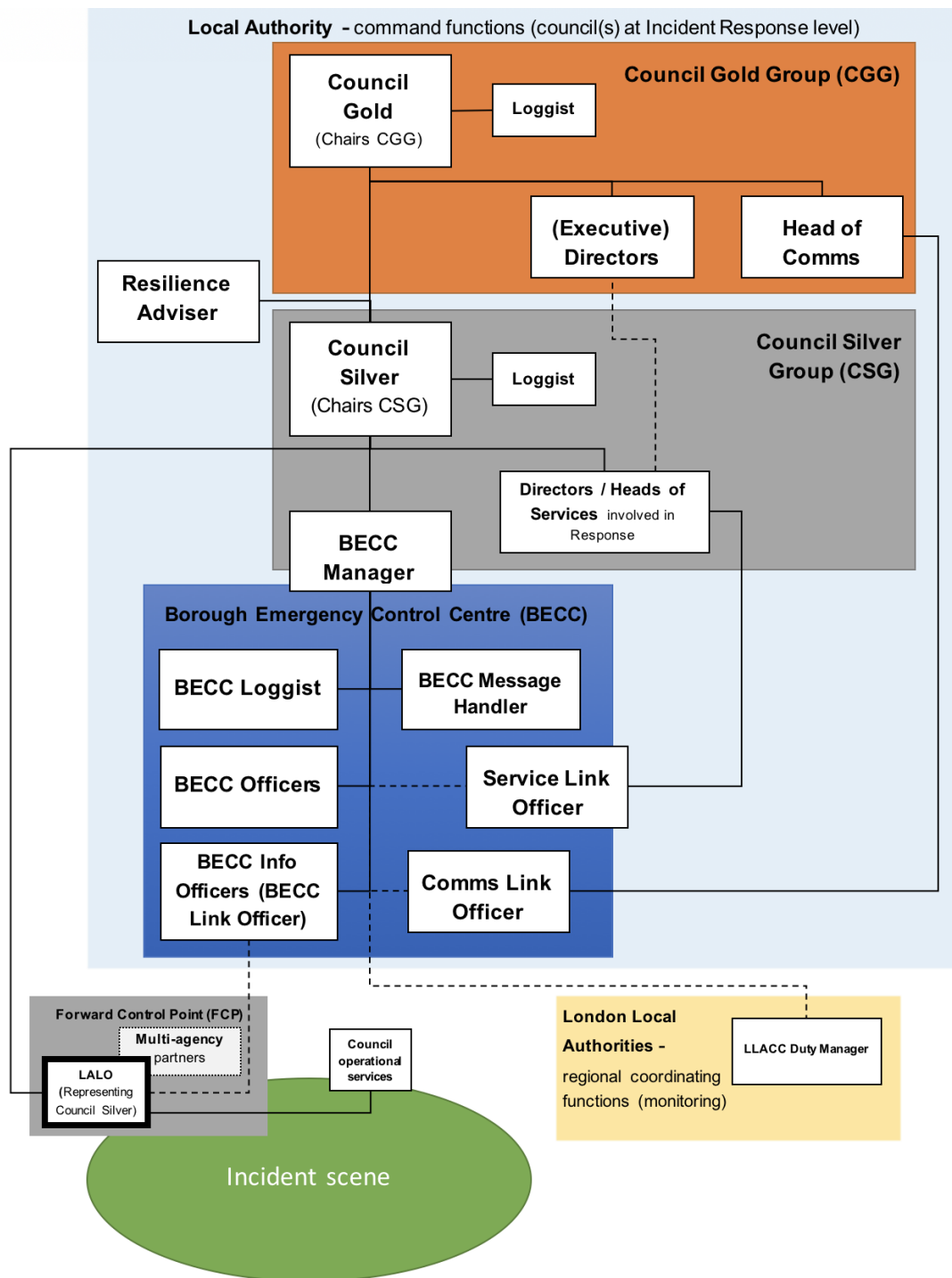
The Council's Strategic Priorities for **recovery from an emergency** are to:

- a) provide strong and visible leadership during the recovery phase;
- b) support the health and welfare of the borough's communities;
- c) assist in the restoration of the built and natural environment;
- d) assist communities and business to return to normality;
- e) monitor financial matters and pursue funding and other assistance.

Building Community Resilience to ensure our communities are prepared and can respond and recover quickly in times of emergency is a priority for the borough.

EMERGENCY PLANNING RESPONSE ARRANGEMENTS (BAU)

2. Our emergency planning aims, where possible, to prevent emergencies occurring, and when they do occur good planning should reduce, control or mitigate the effects of an emergency. It is a systematic and ongoing process which evolves as lessons are learnt and circumstances change. Details of the Borough's Emergency Planning Response arrangements during the COVID-19 Pandemic are outlined in **Appendix 2**.
3. Emergency planning should also look beyond the immediate response and long-term recovery issues and look also at secondary impacts. For example, the wave of reaction to an emergency can be quite overwhelming in terms of media attention and public response. Plans need to consider how to handle this increased interest.
4. The emergency planning procedures in H&F are quite clear. This is set out in the following diagram. In this structure, Gold is the strategic lead (the Chief Executive or nominated deputy), Silver the tactical lead (selected from an established rota of trained staff on call) and Bronze the operational lead.



5. If an emergency requires an evacuation, The Council's on-call Welfare Bronze officer is contacted to examine council records for premises within the cordon to identify any needs or vulnerabilities. A London Fire Brigade (LFB) trained Local Authority Liaison Officer (LALO) is deployed to a rendezvous point. The LALO attends on site Silver meetings and reports back to the council Duty Silver on what is required. The LALO shares the information to the police, fire service and any other authorities providing emergency services to inform the response.

6. The emergency services may ask a council to provide care to members of the public who have been evacuated from their homes and require temporary accommodation/shelter. Such care can be provided at reception centres set up for that purpose.

Other types of centre we may be asked to support are:

- a) Survivor Reception Centres (SRCs);
 - b) Family & Friends Reception Centres (FFRCs);
 - c) Community Assistance Centres (CACs);
 - d) Humanitarian Assistance Centre (HACs).
7. The Local Authority can provide reception centres to accommodate up to 200 persons within 3 hours of notification. The Local Authority can maintain emergency reception centre services by providing the following:
 - a) On-call Reception Centre Managers – rota'd staff available 365 days a year 24/7. Details for the on-call and 2nd on-call Rest Centre Manager can be found in the Weekly Orders document that is distributed each week;
 - b) A pool of trained reception centre officers/ incident response officers;
 - c) Reception Centre Equipment & bedding to accommodate of 200 people.
 8. Personal Protective Equipment (PPE).

There is a dedicated section in the Reception Centre Handbook containing guidance on how to set up a reception centre adhering to COVID rules and this is provided in **Appendix 4** – COVID-19 Emergency Centre set up, recovery & stand down.

RESOURCES

9. The Emergency Planning Team for H&F currently consists of three members of staff. One full time Emergency Planning & Resilience Manager, one full time Emergency Planning Officer and one full time Business Continuity Manager.
10. The wider emergency response team is made up of officers across the Council who are trained in emergency response roles. They are supported by on call staff responsible for rest centres, welfare, housing and communications among others listed below;
 - a) H&F have 32 rota'd officers on call 24 hours a day, 365 days a year.
 - b) Eight On-call Duty Golds responsible for dealing with the strategic response to emergency incidents;
 - c) Seven On-call Duty Silvers (currently there is one vacancy out of eight) are responsible for leading the Council's tactical response to emergency incidents. One more potential on-call Duty Silver has been identified and subject to accepting the post, they will be trained and added to the rota.
 - d) Further rota'd key personnel are eight on-call Welfare Bronzes and six on-call Rest Centre Managers (currently two vacancies out of eight roles).

Actions are being taken to maintain and increase the personnel where necessary to ensure there are at least eight trained officers per role.

- e) An additional on call-rota of Local Authority Liaison Officers (LALO's) is being developed which will consist of eight officers who will be on-call 24 hours a day, 365 days a year. Currently there is a pool of LALOs.
- 11. Supporting these on-call roles is a wider team of other trained emergency responders, Local Authority Liaison Officers, Borough Emergency Control Room Officers, Loggists and Reception Centre staff.
- 12. A number of these officers are trained to carry out more than one emergency response role. Additional recruitment and training of new staff is ongoing. Housing Services have a rota of on-call Housing Emergency Response Officers. The Communications team also have a rota of on-call officers in place.

Trained Incident Response Officers (including on-call roles);

8 On-Call Golds
7 On-Call Silvers
6 On-Call Emergency Rest Centre Managers
8 On-Call Welfare Bronze Officers
1 On-Call Communications Officer
5 On-Call Housing Officers (HERO's)
24 Emergency Rest Centre Officers
15 LALOs
A pool of 16 Borough Emergency Control Room (BECC) staff
A pool of 13 Loggists
1 Resilience Advisor

- 13. The Emergency Planning team circulates a confidential **Weekly Orders** document to selected senior officers and officers on the emergency response rotas, who may need to respond to an emergency or business continuity disruption. The document sets out which officers are responsible for different levels of command and control in the event of an emergency incident and includes key contact numbers.
- 14. This document is updated and circulated each week (at midday Wednesday) and includes an Incident Response Checklist which is to be completed in the event of an incident. The circulation list has been reviewed and streamlined during the year in response to feedback received.

EMERGENCY RESPONSE & RECOVERY PLAN

- 15. These documents had been compiled to assist in the event of an emergency to provide relevant operational information regarding roles, departments and partner agencies who may be required to assist in a variety of situations, so that the correct tactical decisions can be made, and the correct resources applied/deployed. These documents are subject to a formal review every year

or following any major emergency or major service disruption. These documents are scheduled to be reviewed for sign off by the Strategic Leadership Team (SLT).

16. The plan consists of the following documents and is available on the LBHF website.;

- a) Emergency Response & Recovery Plan, part 1;
- b) Emergency Contacts part 2 (restricted document) and Part 3,
- c) Aide Memoirs and role cards.

17. During an emergency or a major business continuity disruption, several Council meetings may be called to support decision making and response activity at strategic and tactical levels. The key groups which may need to convene are the Gold Strategic Group, the Silver Group, the Service Resilience Group (SRG), and the Recovery Coordination Group. The roles of these groups are detailed within the Emergency Response & Recovery Plan.

BOROUGH EMERGENCY CONTROL CENTRE, (BECC)

18. This acts as the hub for managing and coordinating activities during an incident by gathering, verifying, displaying and sharing intelligence/information from the Council and other partners. The BECC team will operate and support SLT, Core SRG, Silver, Departments and outside agencies.

19. The primary physical location for the BECC could not be stood up due to the COVID-19 lockdown regulations, therefore a virtual BECC was established on the Teams application.

MUTUAL AID ARRANGEMENTS

20. Under London's local authority Gold arrangements, any borough can request mutual aid when facing an emergency incident. A request is submitted to the London Resilience Group (LRG) and signed off by London Local Authority Gold (LLAG).

21. There is also a West London Mutual aid agreement. Establishing mutual aid agreements between Boroughs is an effective way of ensuring we can practically support each other equitably during periods of disruption. This includes any borough that may require assistance during their response to the **COVID-19 Pandemic** affecting their capacity and capability in which to respond. This could include staffing, specific expertise (subject matter experts), project leadership/management support and physical resources (e.g. COVID tests or PPE), see **Appendix 3 (exempt)**.

22. H&F Gold is the Chief Executive or a nominated representative. The Chief Executive is also on the London's local authority Gold (LLAG) rota for major incidents in London. The Chief Executive was standby LLAG from the 17 June to 1 July 2020 and was the on-call duty LLAG from 4 November to 18 November 2020. The Chief Executive will be the on-call duty LLAG for 2

weeks from 7th July to 21st July 2021. The Chief Executive also chairs the Pan London Community Resilience Group. The Chief Executive is supported by a rota of Directors who make up the H&F Gold Rota which operates 24/7 365 days a year.

RESILIENCE STANDARDS FOR LONDON (RSL)

23. The Resilience Standards for London were created in 2019 by the London Resilience Group (LRG) in collaboration with London Councils. The LRG are the overarching body responsible for resilience arrangements adhered to by the 33 London Boroughs, after the Civil Contingencies Act was made law in 2004.
24. The standards are designed to lead to good outcomes and leading practice across the organisation, in exercising emergency plans, whilst supporting compliance with the Civil Contingencies Act 2004. They are designed to be embedded across the organisation and cover the following areas:
 - a) Risk Assessment
 - b) Governance Arrangements – Political Leadership
 - c) Governance Arrangements – Managerial & Leadership
 - d) Culture – Organisational Engagement
 - e) Capabilities, Plans & Procedures
 - f) Resources, Roles & Responsibilities, 6.a – Quantitative data sub-set
 - g) Partnerships
 - h) Training, Exercising & Evaluation
 - i) Business Continuity
 - j) Community Resilience
 - k) Recovery Management
25. The Emergency Planning Team carried out a self-assessment in December 2019 and it was reviewed by SLT to gain an overview and understanding of the top down commitment needed to acquire organisational resilience. It established how H&F would provide our assessments to the London Resilience Group (LRG).
26. A summary of actions resulting from the self-assessment were identified regarding the implementation of the above standards. The final self-assessment was signed off by SLT and submitted to LRG at the beginning of January 2020, which was the first stage of the RSL review process.
27. Local Authorities are required to carry out a self-assessment each year and attend West London peer review workshops to discuss progress and how we are doing. Each borough will be audited by an external organisation, e.g. a county council, every four years. However, with the onset of the COVID-19 Pandemic, the West London peer review due in March 2020 did not take place. This year's submission due January 2021 has been put on hold and any arrangements for assessments will not be resumed until June 2021 at the earliest.

28. Ensuring preparedness, all London Boroughs were asked to provide assurance that they can respond to further Covid-19 waves. H&F completed an Assurance Checklist, **Appendix 5**, which was submitted to the London Resilience Team on the 9th of October 2020 with a RAG Rating for each RSL overall;

key:

Green no action required;

Amber action required;

Red urgent action required.

H&F's RAG rating was 100% **Green**

INCIDENTS WITHIN THE BOROUGH

29. Hammersmith & Fulham have not had to deal with any large-scale major incidents (other than the Covid-19 pandemic) since June 2018 but have responded to smaller local incidents throughout the year. It is also conscious of the previous terror threats that took place in London, one at Parson's Green, and the tragic fire at Grenfell. Most of these incidents require coordination at a tactical level by the Council's Silver with input from other Council departments or on call emergency staff as appropriate.

30. The borough's emergency responders dealt with a diverse range of incidents during the year including serious fires, road traffic collisions, flooding, power outages, serious violence and COVID related incidents amongst others.

SERVICE CONTINUITY INCIDENTS

31. Since the publication of the previous Cabinet report the onset of the **COVID-19 Pandemic** and subsequent lockdowns has been and is continuing to be, a major Service Continuity incident. There have been a few minor localised incidents which have been handled as 'business as usual' for example the change of H&F Firewalls on the Council's network. This follows a response led by the Strategic Leadership Team to enhance Business Continuity Planning and being prepared for: Brexit, in-sourcing of services, and decanting from the Town Hall. New threats have emerged, for example in the supply chain there have been several well-publicised Private Sector corporate failures e.g. Carillion, Interserve. The service is always aware of new cyber-based threats that emerge, mitigated by our IT service.

BUSINESS CONTINUITY

32. The Council's Service Resilience Group, Directors / Deputies, meet quarterly to monitor service resilience issues, such as supply chain, cyber-attacks and other impacts that can affect service delivery. The group also meets to respond to incidents as required.

33. Brexit plan Appendices in the Service BC plans were completed by November 2019 in readiness for a No deal Brexit. All plans were reviewed and tested by April 2020. A Brexit deal was successfully concluded between Gov. UK and the EU; the review of the H&F supply chain brought additional benefits.
34. All 94 Service Continuity Plans have been re-reviewed and updated considering the COVID-19 Pandemic to take into account the possibility of further waves. This work was completed and approved by Directors in October 2020.

Business Continuity Plan Status October 2020

| Department | Status | RAG |
|----------------------------|---------------------------------------|-------|
| The Economy Department | Plans Reviewed & Tested by 07/10/2020 | Green |
| The Environment Department | Plans Reviewed & Tested by 07/10/2020 | Green |
| Children's Services | Plans Reviewed & Tested by 07/10/2020 | Green |
| Social Care | Plans Reviewed & Tested by 07/10/2020 | Green |
| Resources | Plans Reviewed & Tested by 07/10/2020 | Green |
| Finance | Plans Reviewed & Tested by 07/10/2020 | Green |

35. To help departments in their planning the Business Continuity Manager continues to help the services in writing and testing plans.
36. A Corporate Business Continuity Strategy covering the period 2019-2022 was approved by SLT in July 2019, defining the Council's approach to Business Continuity. The Strategy defines roles and responsibilities for Business Continuity Plans (BCPs) of individuals and groups within the Council, including the Chief Executive, SLT, Directors and Heads of Services. This is now being reviewed, due to organisational changes, Civic Campus project.
37. A Corporate Business Continuity Plan is in place that provides guidance to management on how to respond to business interruptions. The plan defines roles and responsibilities of individuals and groups such as the Service Resilience Group, SLT, Incident Management Team, the Communications Team and the Department Management Teams. The Plan also describes the various stages of dealing with disruptions:
- a) Business Continuity Response and Escalation
 - b) Damage Assessment and Invocation
 - c) Incident Management
 - d) Service Recovery.

38. The plan is currently under review due to several organisational changes, once this is complete the plan will be presented to SLT for final approval.
39. The following guidance documents are up to date and available on the LBHF SharePoint site:
- a) Service Continuity Plan Guide and Templates
 - b) Guide to Building Resilience in the Supply Chain
 - c) Business Continuity Self-Assessment Tool.
 - d) A Guide to undertaking exercises
40. The Council has purchased Business Continuity software called Clearview which will be rolled out across the organisation this year. This software will allow plans to be automated, available in soft and hard copy and allow owners to access their plans via their mobiles.

TRAINING AND EXERCISING.

Business Continuity

41. A training programme for all service plan owners will be implemented to accompany the roll out of Clearview, the new Business Continuity software. Business Continuity self-tests and exercises form part of the Service Owners responsibility on their Services to make sure they are fit for purpose and approved at Director level. This process is ongoing.

Emergency Planning

42. Emergency planning staff attended three West London Resilience workshops, one dealing with Excess Deaths and Pandemic Flu. One dealing with Mass Evacuation and Shelter and one dealing with Drought. Further workshops have been put on hold due to the COVID 19 Pandemic.
43. A Gold training day & exercise took place in January 2020 which several Directors and senior officers attended including the Chief Executive which was very successful. A further Gold training session and exercise took place in October 2020. Once this was completed the on-call Gold rota was formalised.
44. H&F took part in a multi-agency agency training exercise in February 2020. A simulated fire evacuation of two tower blocks in Fulham, Hartopp and Lannoy Point (buildings already decanted for demolition) to test best practice and current protocols.
45. A West London Borough Exercise was held on the 19th of August 2020 to test our multi- borough COVID 19 2nd wave capacity. Kensington & Chelsea and Westminster also took part.

46. Further training and exercises are planned and included in the work plan, **Appendix 1**, for the forthcoming year.
47. Training requirements outlined in the London Wide Standardisation project are ongoing. The number of existing Council emergency response officers trained to the new standards so far are as follows:

| | |
|--|----|
| Gold | 8 |
| On-Call Duty Silvers | 7 |
| Local Authority Liaison Officers (LALOs) | 16 |
| Loggists (ready to document key decisions) and assumptions of lead officers in an emergency) | 13 |
| Rest Centre Officers | 24 |
| Rest Centre Managers | 6 |
| Borough Emergency Control Room Officers | 11 |

RESOURCES AND STAFFING ROTAS

48. Our emergency response rotas, Silver, Welfare Bronze and Rest Centre Managers should all have 8 people who rotate each week to ensure there is a 24/7/365-day response cover for emergencies in borough. Due to leavers, we are currently recruiting an additional Silver and Rest Centre Managers (2) to bring the rotas back to capacity. There is a new rota for LALOs being created which will comprise of 8 trained staff.

COMMUNITY RESILIENCE AND INNOVATION

49. Community resilience is about communities using local resources and knowledge to help themselves during an emergency in a way that complements the local emergency services.
50. Building Community Resilience is a priority for H&F to ensure our communities are prepared and can respond and recover quickly in times of emergency. We want to ensure that our communities can help themselves during an emergency in a way that complements emergency services and reduces the impact of an emergency on our community both in the short and long term. As a result, H&F launched the award-winning Emergency Response Extranet website online to allow us to liaise directly with community organisations to share information and best practice and to provide a networking platform for those organisations to work closer with the Council and each other.
51. Using communications channels and ensure the right information goes out and updates in a live incident can be provided. Organisations can provide the Council with details of what they can provide, such as people, places or things

(transport, facilities etc.). H&F is the first Council to launch such a site and our approach has generated interest from councils across London.

- e) The Emergency Response Extranet is a shared platform for the community to communicate and offer & receive support. It has the features below:
 - a) Emergency message board
 - b) Can build capacity & business continuity
 - c) Register of all the various resources
 - d) Allows connection to a wider network
 - e) Access to useful information
 - f) 75 organisations signed up and growing

52. A Community Resilience Officer (CRO) was recruited in August 2019 on a temporary contract to lead on this area and expand our capacity. The CRO has carried out a programme of meetings with 50 community organisations, comprising of residents' groups, faith organisations and social enterprises, as well as 20 local businesses. The CRO continued to expand our award-winning extranet, grow its network and expand its content and membership which has increased 30% to 133 members.

53. A programme of first aid training for community hall managers and community leaders has been initiated and will continue when the pandemic eases.

54. Due to current Covid-19 pandemic, face to face engagement opportunities have temporarily diminished. The CRO diverted some of their time towards bolstering the extra emergency planning response and supporting the Community Aid Network. The post was relocated from Emergency Planning to the Policy team to expand this work within a wider Community Resilience remit. This created the opportunity to develop the role to include other initiatives for example, the H&F Community Aid Network (H&FCAN) that currently has over 1000 community volunteers registered in the borough

LOOKING FORWARD

55. For 2021/2022 the focus for Emergency Planning and Business Continuity is to continue to embed emergency response, planning and resilience arrangements throughout the organisation. Training and conducting exercises with staff, volunteers and external organisations throughout the year.

56. The London Resilience team created a standardisation programme for emergency roles and across London. This was highlighted as an issue following the Grenfell Tower tragedy. H&F are working with London Resilience and other boroughs ensure our plans and training fit with the new standardised processes and training packages as they are completed.

Equality Implications

57. There are no negative impacts on any groups with protected characteristics, under the terms of the Equalities Act 2010, from Cabinet accepting this annual Emergency Planning Report.
58. Vulnerable people, including those with protected characteristics, may be less able to help themselves in an emergency than non-vulnerable people. Those who are vulnerable will vary depending on the nature of the emergency, but where appropriate plans should consider issues such as those with mobility difficulties; those with mental health difficulties; and others who are dependent, such as children. The Council has a rota of on-call staff whose remit is to identify and deal with any of the above issues as and when they arise in an emergency.

Implications verified by: Denise Prieto, Emergency Planning & Resilience Manager 07904 673 702

Risk Management Implications.

59. Risks can never be eliminated entirely but proportionate and targeted action can be taken to reduce risks to an acceptable level. Council resilience and Cyber incidents are standing corporate risks that most councils will need to manage. Introduced at the end of February 2020 is the response to the pandemic. During the period of reporting the Service and Business Continuity Manager have been involved with several high-profile programmes to provide additional assurance to residents and local businesses including but not limited to;

- *the planning and preparation required for exiting the European Union;*
- *reporting to London Resilience on preparations relating to the above;*
- *updating Members on resilience plans in regular Brexit updates;*
- *planning for and ensuring that local elections were carried out well;*
- *preparing for the moves out of the Town Hall and Town Hall extension;*
- *leading the review of Business Continuity Plans and Planning arrangements supporting the council's response to Covid-19;*
- *supporting the development of local Outbreak Control plans in collaboration with Public Health;*
- *supporting the Emergency Planning and Resilience Manager in the preparation of plans associated with the threat of terrorism; and*
- *supporting Digital Services in the response to the potential and ongoing threat of Cyber risks.*

60. The coronavirus is a threat to life, health, wellbeing and the economy. In the area this has resulted to significant disruption to the lives of residents, businesses and infrastructure and to council services, with the consequences greater for those more vulnerable or disadvantaged. Whilst many aspects of the risk have materialised, there are still numerous uncertainties and at this stage it is hard to predict the full scale, or timing, of impacts of Covid-19. More details of the services individual response to Covid-19 have been provided to

the Policy and Accountability Committees. Some significant risks that occurred during the initial response have been managed well throughout by key workers, council staff, partners and volunteers from the local community.

61. The council's technology infrastructure and resources have stood up well, enabling up to 1,700 members of staff to work remotely. This has been made possible by the council's decision to deliver the TechTonic programme that moved away from desktop p.c.'s to laptops.
62. Regular information and updates were communicated to a wide audience including, residents, communities, partner organisations, businesses, suppliers and council staff through H&F engage and the council's social media platform and internet. Keeping in touch with people has been crucial in managing the response locally to the virus.
63. The council's ability to quickly assemble a team of officers to deal with a major disruption event alongside partner organisations continues to be demonstrated.

Implications verified by: Michael Sloniowski, Risk Manager, tel 020 8753 2587

Other Implications

64. In the wake of a terrorist attack in the United Kingdom, London Local Authority Prevent teams undertake community tensions monitoring and increase community engagement efforts. As it co-chairs the London Prevent Network, the H&F Prevent team is the London lead for this process. In this capacity, the Prevent team produces the Local Authority Prevent Incident Response and engages with London Resilience.

Implications verified/completed by Tina Bencik, Prevent Coordinator, tel: 07977470316.

Consultation

65. All departments of the council have been consulted and Legal, Finance and Risk Management comments have been included.

List of Appendices:

| Appendix | Document Title |
|----------------------------|--|
| Appendix 1 | <i>Emergency Services Workplan 2020 /2021</i> |
| Appendix 2 | <i>Emergency Planning COVID-19 response arrangements</i> |
| Appendix 3 - EXEMPT | <i>West London Mutual Aid Agreement which includes COVID-19 Mutual Aid arrangements</i> |
| Appendix 4 | COVID-19 , Emergency Centre Arrangements |
| Appendix 5 | <i>H&F COVID-19 Assurance Checklist</i> |