

## LAP Assurance Checklist 2021

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### 1.0 Introduction

The following is the LAP approved approach to assurance for London Local Authorities:

- A combined assurance process (Grenfell Tower Fire Action Plan - Borough Assurance and RSL Winter Preparedness Checklists) to be **authorised at the appropriate level and submitted by all London local authorities to [simon.marrow@cityoflondon.gov.uk](mailto:simon.marrow@cityoflondon.gov.uk) by 12<sup>th</sup> Jan 2022.**
- Any issues or risks highlighted will be escalated to LAP, combined with sub regions collaborating through meetings and/or workshops.
- A final report to be submitted by LAP IG to LAP at the next LAP meeting 15 Feb 2022.

### 1.1 Assurance for Grenfell Action Plan

A Grenfell Tower Fire checklist (See tab on template spreadsheet), focusing on actions which Boroughs will need to complete and assure implementation, is endorsed by LAP.

The Grenfell Action is comprised of two distinct and related activities:

- Projects in the LAP Business Plan, from July 2018 and current, (also known as EP 2020) related to Grenfell, and
- Recommendations detailed in the Grenfell Tower Inquiry Phase 1 Report – LA Learning Recommendations and Action Plan (LAP Paper 03e Jan 2020).

The above was synthesised into the Grenfell Action Plan and LAP has been briefed and updated on the progress of the Action Plan.

LAP IG have identified a need to ensure that LAP can be provided with assurance that Boroughs have acted upon the outcomes from the projects and recommendations, and a Borough Assurance Checklist has been developed. In total we will be seeking assurance from Boroughs on 9 actions out of 23 i.e., those that haven't already been incorporated into work planning.

### 1.2 Internal Assurance for Resilience Standards for London (RSLs)

An RSL Winter Preparedness checklist (See tab on template spreadsheet) focuses on systemic risks and pressures.

Boroughs are tasked to complete a self-assessment of selected RSLs and provide returns as above. Please note for the commentary feedback - an outline of how the borough assesses themselves against the assessment is sought – this is a summary view not an in-depth self-assessment at this stage.

The returns will be collated and will form the basis for **Sub Regional Resilience Programme Boards** sharing findings and experience to develop targeted action plans early in 2022.

<b>Borough</b>	LB of Hammersmith & Fulham
<b>Completed by:</b>	Matthew Hooper
<b>Sign off (Director responsible for resilience):</b>	Chief Officer, Safer Neighbourhoods & Regulatory Services on behalf of Sharon Lea, Director, The Environment, Responsible for Resilience

**Borough Assurance Grenfell Action Plan**

RAG Status: **GREEN** = Complete **AMBER** = On track to be completed by end 2021 **RED** = concerns impacting on delivery/implementation

Action No.	Project, Outcome or Recommendation	Borough Assurance	RAG Status	Borough Comment
Ac.01	<b>Review of mutual aid arrangements for London Local Authorities</b> and updated process for all London Local Authorities to access mutual aid between themselves, and centrally via LRG.	Boroughs to assure they are aware of the Local Authority Mutual Aid documents available for all future mutual aid requests. The documents can access via Resilience Direct: Guidance document; Mutual Aid request form; Risk Assessment form; Checklist for Local Authority requesting mutual aid; Checklist for Local Authority supporting the mutual aid request. LA's to update any internal processes to signpost to these documents. Note: Mutual Aid documentation will be updated for non-core roles following testing re Safer City	GREEN	Yes. London Local Authority Mutual Aid documentation was tested during Safer City 2021. It is held on Teams. Emergency Planning also have access to the documentation via Resilience Direct. H&F are also part of the West London mutual aid agreement which outlines the mutual aid arrangements between Brent, Ealing, Harrow, Hounslow, Hillingdon and H&F. Updated in 2020 to include COVID 19 Ref: Emergency Response & Recovery Plan Section 2.7 contains links to both documents.
Ac.08	<b>Emergency Centres) Family and Friends Reception Centres</b> - All councils can activate and operate a range of emergency support centres to facilitate support to all people affected by an emergency, including Rest Centres, Humanitarian Assistance Centres, and partner-led Survivor Reception Centres and Friends and Family Reception Centres	Emergency Centre documentation to be released to all Boroughs in Oct; should also confirm commitment to participate in EC exercising from Oct 2021- March 22.	GREEN	Yes H&F can activate and operate a range of emergency support centres to facilitate support to all people affected by an emergency, including Rest Centres, Humanitarian Assistance Centres, and partner-led Survivor Reception Centres and Friends and Family Reception Centres. All our Emergency Centre Staff have been trained using the standardised documentation provided to the boroughs which includes our local arrangements. All our staff, officers and managers have been trained by the Red Cross. All new recruits will also receive the same training. We continue to be committed to participating in any Emergency Centre exercising as per the Standardisation Programme. Ref. Training Matrix, docs held on Teams.
Ac.11	All local authorities to review arrangements for establishing, at the earliest possible time, a <b>dedicated and authoritative single point of contact</b> for liaison with emergency service control centres and the incident ground.	All LAs will have arrangements in place although these will differ across boroughs. Note: Boroughs should confirm that they have appropriate arrangements for this.	GREEN	Yes. We have robust arrangements in place. In H&F we see this role as being undertaken by our on-call Duty Silver. The H&F Gold Rota, Silver Rota. Our Weekly Orders document, distributed every Wednesday, outlines key on call personnel 24/7 365 and is distributed to the relevant officers and sections involved in emergency response plus relevant contacts outside the council. Our CCTV Control room is an integral part of our two way communication between the council and external control centres and enables us to quickly establish liaison with key emergency personnel on the incident ground.
Ac.12	The Local Authorities Panel Implementation Group to <b>consider opportunities to test dedicated BECC lines into emergency service control centres during upcoming exercises.</b>	Boroughs to confirm they have participated in Exercise Safer City Nov 2021 to exercise and evaluate the London Local Authority Gold (LLAG) arrangements, including the coordination & communication between the various associated functions (London Local Authority Centre (LLACC) and Borough Emergency Control Centres (BECCs).The Exercise Planning Group is be requested to take the lead with ensuring further progress as required.	GREEN	Yes. Testing was carried out during Safer City. H&F have created their own Safer City PXR to take forward any lessons learned
Ac.13	All local authorities to <b>review their on-call arrangements for DSE support and the means of deploying qualified officers 24/7</b> within reasonable timeframes.	Boroughs are required to assure they will have local arrangements for deploying an out of hours DSE. In addition to these all 33 boroughs are signed up to the London Dangerous Structures Agreement (LDSA). This provides access to a pre-selected emergency works contractor (Wates) within a two-hour response timeframe. Instruction is required from the borough's DSE or an appropriate senior point of contact before Wates can commence work. Boroughs will need to ensure their internal arrangements facilitate this. Assurance is required from boroughs that suitable local arrangements are in place to support the activation of this agreement 24/7. And added to the LA implementation checklist for boroughs. Following recent approval at the London Resilience Forum, the revised Structural Collapse, Site Management and Site Clearance framework has been published. In support of this, a checklist for Borough implementation has also been developed and approved via LAP. See link below  <a href="https://collaborate.resilience.gov.uk/RDService/home/170492/Structural-Collapse">These documents are available via Resilience Direct: https://collaborate.resilience.gov.uk/RDService/home/170492/Structural-Collapse</a>	GREEN	H&F has arrangements for suitably qualified Dangerous Structures Surveyors to be on call 24/7. The details for these arrangements are accessible via our Capita portal used by our contact centre and can also be accessed by Emergency Planning. All 33 London boroughs and 2 outer London Boroughs (35 in total) have been operating as a consortium to procure a cost effective framework Contractor who is capable of responding to a wide ranging incidences with capacity to operate at more than one location at any one time. The contractor will only accept instructions from a list of surveyors nominated by each of the council for their respective areas.
Ac.16	All local authorities to <b>review key outsourced services to ensure they have robust business continuity plans</b> and where relevant, emergency response plans that have been validated.	Boroughs required to assure using: 1) Good practice guide produced by LB Barnet; 2) reviewed and approved by LAP IG and available on Resilience Direct <a href="https://collaborate.resilience.gov.uk/RDService/home/254598/LA-Capability-Implementation-Checklists">https://collaborate.resilience.gov.uk/RDService/home/254598/LA-Capability-Implementation-Checklists</a>	GREEN	Yes: Our key outsource services, Serco and Conway, have plans to support their H&F contracts and these are regularly proven to work by on call incident response and are proven by their effective emergency calls out to incidents on a regular basis including out of hours activation by on-call duty silvers. Multi-agency response plans were tested by a Counter Terrorism Exercise (CTX) which focused on Westfield shopping West London (e.g. Blue Light Agencies plans were exercised as part of their response part of the exercise). A further Multi-Agency Flood exercise is planned for 10/01/2022 which will validate Conway's and Serco's plus other response arrangements. Ref Post Exercise reports. In the H&F contract Management Standards, the Contract Administrator is obliged to make sure suppliers have business continuity plans and they are tested. Ref: Contract Management Standards 2019 v12 and the Supplier Chain Resilience Document 2019 (CCA Section)
Ac.17	All local authorities to <b>review their corporate emergency plans and those held by outsourced services</b> to ensure they complement each other and support a coordinated approach to incident response.	Boroughs required to assure using: 1) Good practice guide produced by LB Barnet; 2) reviewed and approved by LAP IG and available on Resilience Direct <a href="https://collaborate.resilience.gov.uk/RDService/home/254598/LA-Capability-Implementation-Checklists">https://collaborate.resilience.gov.uk/RDService/home/254598/LA-Capability-Implementation-Checklists</a>	GREEN	Yes: EP and BC Plans are regularly reviewed. H&F have a copy of Serco and Conways business continuity plans on file. Key outsourced service plans are reviewed by the H&F contract owners. BC plans and arrangements have been invoked and proven to be effective by H&F and suppliers in response to Covid-19 lockdown. An ongoing coordinated response to Covid-19 is in place with all parties supporting each other. Ref: Procurement policies: Contract Management Standards 2019 V12.docx Risk Management Guidance.docx Supply Chain Resilience Final April 2019.docx (CCA Section) Work smarter with your supplier - V4.docx
Ac.18	Local authorities to <b>engage with outsourced services to ensure they understand what their role is and how they can assist boroughs and the multi-agency response.</b>	Boroughs required to assure using: 1) Good practice guide produced by LB Barnet; 2) reviewed and approved by LAP IG and available on Resilience Direct <a href="https://collaborate.resilience.gov.uk/RDService/home/254598/LA-Capability-Implementation-Checklists">https://collaborate.resilience.gov.uk/RDService/home/254598/LA-Capability-Implementation-Checklists</a>	GREEN	Yes for example, three exercises: Safer City (08/11/2021), CTX Westfield (15/11/2021) and the planned Flood exercise (10/01/2022) have and continue to prove the multi-agency coordinated responses (outsourced and partner) are effective in response to incidents and emergencies in H&F. Ref PXR's.
Ac.22	All local authorities to <b>review the supporting material provided to their LALOs</b> to ensure it includes an up to date aide-memoire and logbook.	Complete – LALO handbook includes aide-memoire and logbook. Note: whilst action should be considered complete a further requirement should be sought from Boroughs to provide assurance re LALO equipment and kit	GREEN	Yes: H&F LALO's have clearly labelled Hi-Vis jackets and rucksacks containing the aide-memoir, up to date log books and other supporting admin material, for example LALO Handbook which includes H&F localised arrangements.

Self-Assessment for each RSL overall (RSL Framework attached to support)

Resilience Standard	RSL Task reference	RSL Task Description	RSL Assessment (Make a generic judgement per RSL based on the RSL Assessment Framework (i.e. developing, established, advanced)	Borough Comment/ Evidence
RSL1 Risk Assessment	1a	Undertake a local risk assessment, with reference to the National Risk Assessment, at least as regularly as new national assessments (every two years) or when associated guidance is issued.	Established	Yes. Risk assessments are regularly undertaken. There is a requirement from LRT for all London Boroughs to update their risk registers in line with in line with the new methodology used in the new London & National risk registers. The H&F BRF Risk register is currently being updated. We aim to have a fully completed risk register with the new methodology in place by February 2022 which will be circulated to the BRF for comments. The older, regularly updated risk register with the old methodology can still be used for reference while this piece of work is being completed. Ref: New H&F BRF Risk Register template, Notes from BRF meetings, presentation to BRF explaining new methodology. Emails to agencies with spreadsheets for risks to be updated.
	1b	There is an up to date risk register that fully reflects the council's foreseeable risks. It is sufficiently detailed and comprehensive, written in plain English and understandable to the general public. It is readily available to the public.	Established	Yes. The H&F Corporate risk register was updated by end of November 21. Draft Risk Register provided to SLT Assurance on 1 December 21. The report was published on 6 December for Audit Committee on 14 December 21. Evidence - Corporate Risk Register - The register is available to the public. Ref: Risk Register
RSL2 Political Leadership	2c	Discuss with the Chief Executive and senior officers the main risks to communities so key actions can be promoted and supported, which will increase resilience.	Established	Yes: The corporate risk register, details above. There is a yearly Emergency Planning and Business Continuity report that goes to Caninet pre-approved by the CEO and SLT. The CEO also attends the H&F quarterly Borough Resilience forums. There is also a number of Crisis Communications sessions, postponed due to COVID, as these need to be face to face, that will be attended by the CEO, Leader, Deputy Leader, other senior members and SLT. Ref: Risk Register, EP Cabinet report, Crisis Comms Syllabus for training sessions.
	2f	Arrangements are in place for scaling up staff resources including mutual aid arrangements.	Established	Yes: West London mutual aid arrangements are in place. A link to the mutual aid document is included in the H&F Emergency Response & Recovery Plan. H&F have a bank of staff trained in standardised roles for example Rest Centre Officer, BECC Officers and Loggists. We would also be able to utilise our non standardised roles. Requests would be made via Page One Communications or via the Intranet. Ref. Training Matrix, Rotas for on-call staff. Page one call out list
	2l	Elected Members identify and feedback problems and vulnerabilities in their community that may require priority attention to the relevant service or group, e.g. Recovery Coordinating Group.	Established	Yes: this is all part of the emergency Communications Plan. Therefore, members would be contacted and kept updated. The Chief Executive continues to have regular dialogue with the Leader and deputy Leader. Elected Members would be directed by the comms team to liaise with the nominated SPOC in the Recovery Coordinating Group. Ref: Emergency Response & Recovery plan, Recovery section, Emergency Comms Plan
RSL3 Managerial Leadership	3f	The ability to authorise, activate and verify the support available through the London Local Authority Gold arrangements and mutual aid protocol.	Established	Yes: London Local Authority Mutual Aid documentation was tested during Safer City 2021. It is held on Teams. Emergency Planning also have access to the documentation via Resilience Direct. H&F are also part of the West London mutual aid agreement which outlines the mutual aid arrangements between Brent, Ealing,, Harrow, Hounslow, Hillingdon and H&F. Ref Emergency Response and Recovery Plan section 2.8 - Links to both documents, Safer City PXR
	3i	Arrangements to proactively, and in a timely manner, identify, implement and share lessons following major incidents and exercises with the wider resilience community.	Established	Yes: Terrorist Attack PXR, BRF Meeting Notes. Lessons learned uploaded onto Resilience Direct
RSL4 Organisational Engagement	4e	Directors and Heads of Service take ownership of their own business continuity plans and understand their role in preparing for, responding to and recovering from a civil emergency. This approach complements and supports the core role of the emergency planning team.	Established	Yes. Business Continuity plan update reminders for staff are regularly posted on the intranet. All Business Continuity Plans are currently being migrated into Clearview, an external business continuity platform which will allow plans to be accessed outside of the H&F network. The plans are also accessible via mobile phones using the Clearview app. Ref: Business Continuity Dashboard. Intranet content
	4g	There is active engagement in local, sub-regional and regional Emergency Planning activities (e.g. Borough Resilience Forum, Sub-Regional Group and LAP, CELC and Leader's Committee)	Established	Yes. H&F actively engage in local, sub-regional and regional Emergency Planning activities. Evidence - Minutes for these meetings. Twm Palmer is the West London Representative for LAP. Ref notes from these meetings
	4o	There is a positive HR culture for resilience, including consideration for succession planning.	Established	Yes: A Weekly HR Questionnaire is sent to managers which identifies staff resilience, sickness, holidays, where staff are working and other general stats. H&F redeployment database. H&F People Strategy (intranet), H&F Building my Resilience tools (Intranet) Wellbeing Wednesday sessions where staff present on a number of events., Staff Zone (Intranet). Get Ahead Career opportunities, Graduate programme, Apprenticeship. Programme
RSL5 Capabilities, Plans & Procedures	5b	The council's emergency plan is approved at an executive level and integrated across the wider organisational structure.	Established	Yes: The plan is made available to all H&F emergency responders from Gold downwards via Teams and the plan is available on the H&F Internet. Ref H&F Emergency Response & Recovery Plan, H&F Internet, Teams area. The plan has just been reviewed and updated to include details of the London Mutual Aid agreement. This will now be scheduled to go to SLT for review. Data TBA
	5c	The council has documented the capabilities set out on Resilience Direct in a plan/procedure and staff trained to deliver the capability. The plan/capability has been validated in an exercise in the last 3 years.	Established	Yes. the Council have documented the capabilities held on Resilience Direct in plans and procedures. We have trained staff that can carry out their roles in any emergency situation (whatever the scenario). These staff have access to all our plans on Teams. Due to COVID, exercising of specific plans was postponed due to other pressures. We recently held a Multi-Agency Terrorist Attack exercise, based on Westfield Shopping Centre. In this exercise we validated a number of key Emergency Plans & Capabilities, for example Evacuation, Shelter, Emergency & Response & Recovery Plan, DDM Plan, Structural Collapse & Site Clearance and Warning, Informing and Alerting. We are running a Surface Water Flooding Exercise in January based on the extreme weather events in July and October 2021. which will also validate a number of plans, for example, Identification of Vulnerable people. Ref: - Terrorist attack PXR, Flooding PXR when available.
	5m	Plans define post-event procedures, include a formal debrief process, the identification of lessons and use Local Authorities Learning and Implementation Protocol to record and share both lessons identified and leading practice.	Established	Yes: In the Post Incident Debrief Section 5.8 of the H&F Emergency Response & Recovery Plan with links to relevant templates. Our suite of other emergency plans are annexes to this main plan.

<b>RSL6 Resources, Roles &amp; Responsibilities</b>	6e	A nominated Director is a member of the local authority sub-regional group to achieve greater accountability across local authorities and support improved engagement from fellow senior managers in their own council. The council is able to maintain a sufficient number of staff for core emergency response roles to respond for 48 hours (as set out in Resilience Standard for London 6a). These staff are suitably trained, equipped and empowered to fulfil their respective role.	Established	Yes, Sharon Lea, Director of the Environment. Plus the Chief Officer for Public Realm and the Chief Officer responsible for Community Safety and Regulatory Services, the division where Emergency Planning & Business Continuity sits. Ref: - WL Sub-Regional Forum minutes	
	6i		Established	Yes, We have 6 rotas that operate 24/7, 365 days a year. Gold, Silver, Welfare Bronze, LALO, Rest Centre Managers and Housing Emergency Response Officers. We also have a number of trained volunteers to do the various BECC roles plus a pool of Rest Centre officers, all trained by the Red Cross. Ref: - Training Matrix, Weekly Orders document.	
<b>RSL7 Partnerships</b>	7b	Decisions, actions and key messages, from the BRF, are cascaded and embedded into the organisation. A clearly defined and commonly understood plan that enables the council, with partners, to communicate to the public with a common message during an incident.	Established	Yes: All included in notes and associated documents / presentations from BRF meetings and circulated to the relevant internal officer and partners	
	7j		Established	Yes - Communications Emergency Plan activated by the H&F Communications team who will liaise with relevant partners	
<b>RSL8 Training, Exercising &amp; Evaluation</b>	8b	Training addresses all roles within the plans including senior leaders (e.g. Directors, elected members and the Mayor).	Established	Yes, the training provided by H&F, including the standardised training packages provided by the London Resilience Team, address all the roles outlined in the emergency response and recovery plan (all our other plans are annexes to this document) - Ref: - Training Matrix	
	8e	Exercising tests a council's capacity (e.g. staffing levels and the impact of holiday periods) and capability (e.g. evacuation and shelter, warning and informing, coordinating the voluntary sector and spontaneous volunteers). Yes - The council learns by identifying the lessons of events and acting on them in order to change structure, activities and behaviours. Lessons learned from previous emergencies across the country, and where appropriate from overseas, have been identified.	Established	H&F Business Continuity plans are reviewed on a regular basis to take into account staff shortages that may arise in services for any reason. Arrangements are made when there are holiday periods that need to be covered in advance. For example Christmas. We have a number of on call emergency response roles that address these gaps in advance to make sure we have adequate cover 24/7 365. Gold, Silver, LALO, Welfare Bronze, Rest Centre Manager (Ref - Emergency Rotas)	
	8f		Established	Yes: Parsons Green, notes from Humanitarian Assistance Group. Flooding Steering group	DP
<b>RSL9 Business Continuity</b>	9b	Business continuity is appropriately embedded within the organisation in order that critical functions, emergency response and recovery capabilities are highly resilient. Account is taken of links and interdependencies between Services across the organisation	Established	Yes, Business Continuity is well established in H&F. All Services have BC Plans that have been invoked in response to Covid 19. Plans are now in the process of being migrated to Clearview, a cloud-based Business Continuity Plan management system purchased by H&F which clearly defines links and interdependencies between services across the organisation. Ref: BRF Clearview presentation	
	9f	Contractors and providers, including their supply chains, understand the civil resilience risks for the council's area and have robust business continuity arrangements, especially for services for which the council has a statutory duty.	Established	Yes All contracted organisations who make up the H&F supply chain are required to have plans, included in their tenders to procurement. Upon contract award, nominated contract administrators are required to make sure the plans are maintained and up to date. Ref: Procurement policies: H&F Contract Management Standardds 2019 V12.docx H&F Risk Management Guidance.docx H&F Supply Chain Resilience Final April 2019.docx (CCA Section) H&F Work smarter with your supplier - V4.docx	
	9h	The provider has the capacity and adequate resourcing to put plans in place particularly to cover short or no notice incidents, with recovery timescales that are acceptable to both the provider and commissioner.	Established	Yes, Provider's contracts are regularly reviewed by their H&F contract administrators who are required to make sure the plans are compliant with H&F procurement policies (as above) and contracts. Ref: H&F Procurement Policy. H&F Work Smarter with your supplier . Vol 4	
<b>RSL10 Community Resilience</b>	10e	A communications and engagement plan to promote resilient behaviours and encourage community groups and networks to promote resilience and take a role in emergency management.	Established	A Community Engagement Strategy, of which, Community Resilience is a strand, has been developed with officers who deliver engagement, inclusion and co-production initiatives with our residents and partner organisations. The goal of the strategy is to create a consistent one-council approach for H&F for community engagement. There will be common objectives and themes as part of this strategy that can be used to encourage community groups and networks to promote resilience and take a role in emergency management. The aim is to present this to Political Cabinet before the end of the current financial year. Ref Community Engagement Strategy	

				<p>One of the aims of the Community Engagement strategy is to create a consultation policy for H&amp;F, incorporating a best practice approach to communications, inclusion and accessibility. We are recruiting to four Community Outreach Officer posts to help to map community networks across the borough and provide an on the ground engagement link for our communities. In addition to this, to support the understanding and mapping the risks that are of primary concern and motivation to communities in terms of community plans, some focussed workshop sessions will take place. We'll also use our Get involved Hub website to promote resilience initiatives and awareness raising. In early March 2020 LBHF identified the need for a Community Aid Network (CAN) to support residents affected by Covid-19. The CAN service staffed by LBHF operates Monday to Sunday 8am to 6pm including Bank Holidays and is aimed to support residents support with food, loneliness, self isolation, mental health, domestic abuse, assist with self isolation payments and sign posting residents to other voluntary community services in the borough. We have a database of volunteers who carry out these roles in the community. Our Emergency Response Extranet is a platform (currently on Sharepoint) that allows us to sign up businesses and other organisations, for example faith organisations, Tenant' s and Resident's organisations) to assist in responding to emergencies. We are currently exploring ways to develop and grow our network using newer technology. Connecting people to create a greatly enhanced community response which will improve the lives of our Residents. Ref: Community Engagement Strategy, Extranet, Get Involved Hub, H&amp;F CAN</p>	DP
	10i	A process for on-going consultation and collaboration with community networks in relation to risk assessments and emergency plans, including understanding and mapping the risks that are of primary concern and motivation to communities.	Established		
RSL11 Recovery Management	11c	An impact assessment (covering impacts on residents, businesses, infrastructure, environment) is carried out as soon as possible and is regularly updated. Resulting actions are accurately captured and progress monitored.	Established	Yes: A Template for the Community Impact Assessment referenced in the Recovery Coordination Framework 2020 is now included in Appendix E of the Emergency Response and Recovery plan. Ref: Parsons Green Humanitarian Assistance Steering Group meeting minutes	
	11d	A concise recovery action plan with clear targets and milestones is developed that can be quickly implemented, involves all agencies and fits the needs of the emergency.	Established	This would be an output from the recovery co-ordination group. Ref: Emergency Response and Recovery Plan Appendix E - Action Plan	
RSL11 Recovery Management	11p	Developing a generic framework, agreed with the lead local council's Responsible Financial Officer (Section 151), for rapid distribution of emergency payments to affected people and organisations, including identifying payment channels, reporting and monitoring mechanisms and a communications strategy.	Established	Finance provide a manual payment system that gives services the ability to distribute emergency one-off payments be that grants, allowances or track & trace. This payment option is available to all services across the council to enable them to support individuals and businesses. This process is agreed with the service area, built in to processes & procedures. Once it is confirmed a payment is due, this is validated & authorised by the service area. Followed by an audit and reconciliation regime. Current live examples in response to the Covid 19 pandemic are: 1. Test & Trace Payments of £500 paid directly to residents bank accounts to support their reduction in income whilst having to self-isolate 2. Business Grants paid in to Local Businesses bank accounts to help them cover expenses whilst they had to remain closed during the recent lockdown, followed by restart grants to help them re-open.	DP