

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 14/07/2025

Subject: Emergency Planning and Business Continuity Report

Report of: Councillor Rebecca Harvey, Cabinet Member for Social Inclusion & Community Safety

Report author: Denise Prieto, Emergency Planning & Resilience Manager

Responsible Director: Mark Raisbeck, Director of Public Protection

SUMMARY

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 provides an overview of activity over the previous 18 months and the priorities for the remainder of 2025/26.

The period being reviewed covers 18 months from 1st October 2023 to 31 March 2025. The report highlights areas of work up to the end of the current financial year to ensure continuous improvement in the service.

RECOMMENDATIONS

1. That Cabinet notes the report which looks back on work undertaken over the last 18 months (running 01/10/2023 to 31/03/25) and the dynamic work plan for the remainder of 2025/26.
2. That Cabinet notes the report and the continued improvement of the Authority's work on meeting its obligations under the CCA 2004.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Priorities
Creating a compassionate council	The care and welfare of our residents, especially in emergencies, is at the top of our agenda. We work to ensure that our approach - in times of crisis - supports our residents, businesses, and VCS organisations.

Building shared prosperity	Emergency Planning and Business Continuity response requirements are vital to maintaining a safe and resilient environment for the local community, its businesses, and visitors. We are continuing to expand and enhance our networks to ensure communities and businesses in H&F will continue to thrive.
Doing things with residents, not to them	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.
Taking pride in H&F	Emergency planning and resilience arrangements in H&F are of vital importance. We want to ensure that H&F continues to be the best borough in London to live and work.
Being ruthlessly financially efficient	We operate one of the most thorough preparedness, training and exercising programs across the capital that makes use of the senior officers capable to respond to a wide range of emergencies to maximise output within a strict financial envelope.
Rising to the challenge of the climate and ecological emergency	Recognising the Climate Crisis and the impacts on the world we exercise and prepare, rehearsing our response to climate change events - for example, flooding, and heatwave - via our annual exercise programmes.

Financial Impact

Hammersmith & Fulham have not had to deal with any large-scale major incidents in the reporting year but have responded to smaller but significant local incidents throughout the period as detailed in this report.

The reporting period crosses two financial years. For the financial year 2023/24 and 2024/25 the Emergency Planning Service managed within its service budget. For 2024/25 the service had a controllable budget of £377,200

It is to be noted however that the reactive nature of this service in responding to large scale incidents can result in unplanned and unexpected expenditure. The budget will continue to be monitored, reported, and managed as part of the Council's corporate revenue monitoring process.

Kellie Gooch, Head of Finance (Place), 22 May 2025

Verified by James Newman, AD Finance, 3 June 2025

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.

The strategic priorities and work plans set out in this report enable the Council to comply with these statutory duties.

John Sharland, Senior solicitor (Contracts and procurement)

Background Papers Used in Preparing This Report

None.

LEGAL FRAMEWORK(S) AND OUR RESPONSE

WHAT IS EMERGENCY PLANNING AND THE COUNCIL'S OBLIGATIONS TO DELIVER?

1. 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. The Council, as a Category 1 responder is at the core of the response to most emergencies in the borough.
2. The Council is subject to the full set of civil protection duties under the Act and is required to:
 - a. Assess the risk of emergencies occurring and use this to inform our contingency planning.
 - b. Put in place emergency plans and business continuity management arrangements.
 - c. 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.
 - d. Share information and co-operate with other local responders to enhance co-ordination and efficiency.
 - e. Provide advice and assistance to businesses and voluntary organisations about business continuity management.
3. Annually the Council is also required to undertake a self-assessment to evidence work and assurance.
4. The council has a robust suite of emergency plans in place, and these were activated several times over the previous year. There are national and regional frameworks in place that govern how local plans are produced.

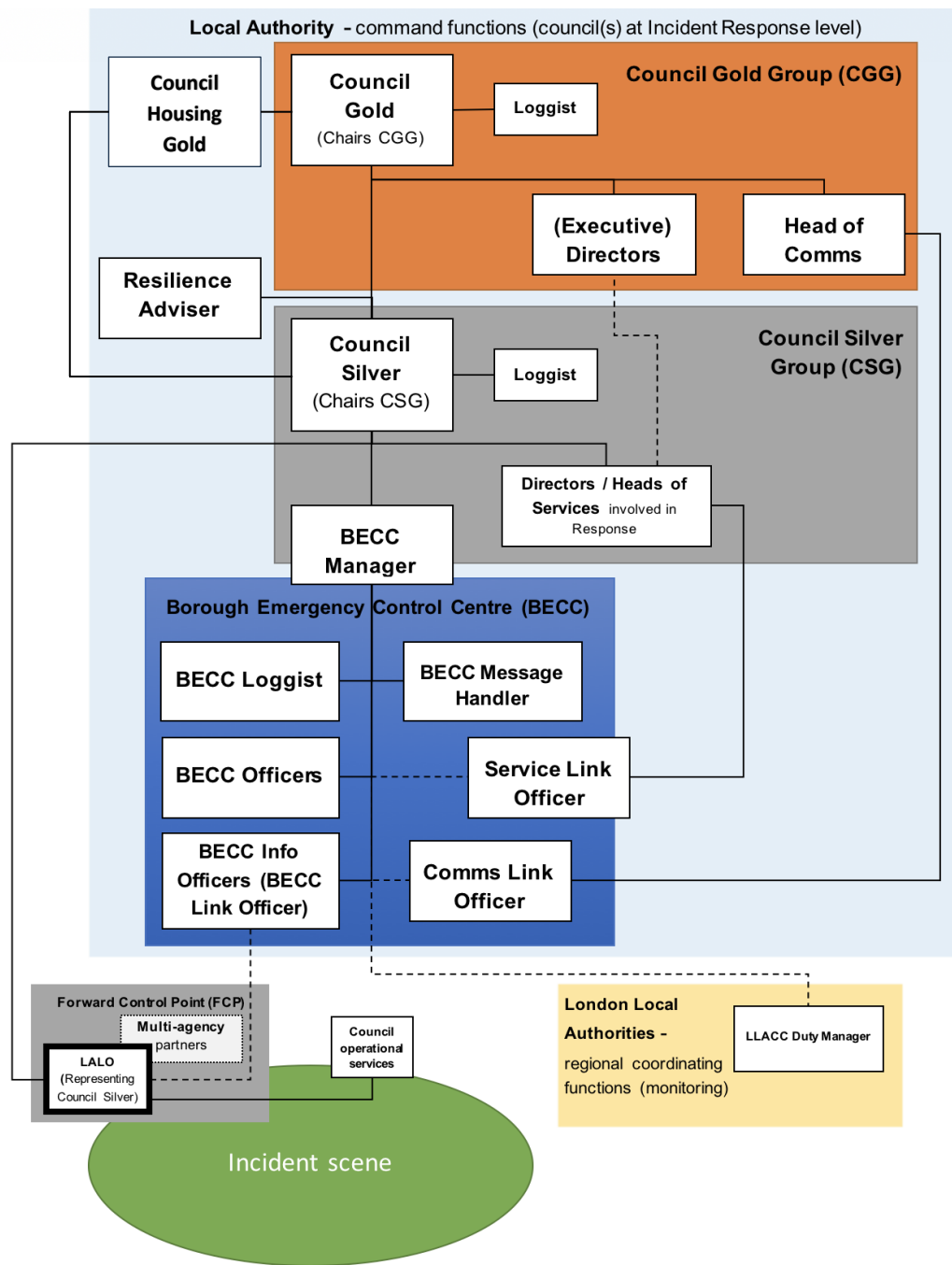
Our emergency response and strategic priorities

5. 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.
 - e. Provide community leadership.
 - f. Assist the return to 'normality'.
6. 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.
7. Building Community Resilience to ensure our communities are prepared, can respond, and recover quickly in times of emergency, are priorities for the borough.

EMERGENCY PLANNING RESPONSE ARRANGEMENTS

8. Hammersmith & Fulham take their duties, outlined in the Civil Contingencies Act 2004, relating to their Emergency Planning & Business Continuity arrangements very seriously.
9. We regularly plan and prepare together with our multi-agency partners. The MPS, LFB and LAS, our health partners, NHS, Imperial College Healthcare Trust, utility representatives, voluntary organisations, the Environment Agency, Ministry of Defence, and the Met Office. This is not an exhaustive list, to enable a collective, joined up approach, when responding to incidents.
10. The emergency planning procedures in H&F are clear and well established.
11. Our Command-and-Control approach is set out in the following diagram. In this structure, Gold is the strategic lead (selected from an established rota of trained staff on call), Silver the tactical lead (selected from an established rota of trained staff on call) and Bronze the operational lead.
12. All officers have clear remits, responsibilities, and accountabilities and, working together, we ensure that our response to an emergency is timely, accurate and proportionate to the matter at hand.

H&F Command & Control Structure



13. 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 emergency reception centres set up for that purpose.
14. There are arrangements in place to use St Pauls Business Centre, Sands End Arts & Community Centre, the Lyric Theatre and QPR football club as emergency reception centres. We also have community halls across the borough that can be utilised as emergency reception centres.

Resources

15. There is commitment from the top down at H&F with regard to embedding the ethos of 'Resilience is Everybody's Business' across the organisation, like the culture of Health and Safety.
16. H&F have a large Emergency Management Team. The senior leadership of the council is trained, prepared and ready to respond in an emergency. They are supported by a dedicated and professional Emergency Planning & Resilience team who are the subject matter experts.
17. The wider emergency response team is made up of professional officers across the council who are trained in emergency response roles. On-call Golds, Housing Golds, Silvers, Welfare Bronzes, Reception Centre Managers, Local Authority Liaison Officers (LALOs) and Communications are specific roles that are in operation 24/7, 365 days a year.
18. The Emergency Planning team circulates a confidential "Weekly Orders" document to selected officers. The document sets out the rotas for officers that are responsible for different levels of command and control in the event of an emergency incident and includes key contact numbers.

Emergency response and recovery plans

19. To ensure that the Council is ready to respond and recover from an emergency event a suite of plans is prepared and stored.
20. These documents assist in the event of an emergency to provide relevant operational information regarding roles, departments, and partner agencies so that the correct tactical decisions can be made, and the correct resources applied/deployed. The documents are reviewed every year or following any major emergency or major service disruption.
21. 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.
22. The Council holds Borough Resilience Forum (BRF) meetings chaired by the H&F Chief Executive. The meetings bring together our multi-agency partners responsible for emergency planning to share information and discuss issues. The attendees include the blue lights, MPS, LFB and LAS, our health partners, utility representatives, voluntary organisations, the Environment Agency, Ministry of Defence, and the Met Office.
23. H&F held two BRF meetings on Teams in 2024, January & July and one in February 2025. The next one will be held on Teams in July 2025. A BRF Multi - Agency Workshop to plan and prepare for emergencies will also be taking place in September 2025

PREPAREDNESS

24. A response to an emergency is dependent, in many ways, on the preparedness of the borough to respond. We ensure that we are as prepared as possible by delivering the following:
25. **Borough Emergency Control Centre, (BECC)**
26. In times of emergency need the BECC 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 has a physical location. The council also has the capability to run a BECC remotely, the capability was utilised throughout the COVID lockdown period.
27. The BECC team will operate and support the Senior Leadership Team (SLT), Service Resilience Group (SRG), Silver, Departments and outside agencies if required.
28. **Mutual aid arrangements**
29. 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 Unit (LRU) and signed off by London Local Authority Gold (LLAG) The process for submitting a request is outlined in the London Mutual Aid Agreement.
30. In addition, here is a West London Mutual aid agreement between Hammersmith & Fulham, Brent, Ealing, Harrow, Hillingdon, Hounslow, Westminster and the Royal Borough of Kensington and Chelsea.
31. 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 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.
32. **Ensuring Preparedness**
33. The London Resilience Unit (LRU) 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.
34. All London Boroughs are asked to complete a yearly assurance document called the **Resilience Standards for London**.
35. The Resilience Standards are designed to help boroughs assess their current levels of resilience and develop their work to improve while supporting compliance with the Civil Contingencies Act 2004.

36. The assessment asks boroughs to evidence their work against the headings of “Developing, Established or Advanced”. The West London Borough’s returns on this self-assessment are then discussed in a West London self-assessment workshop, also attended by members of the London Resilience Team.
37. As a borough we submitted our return for 2024 to the London Resilience Team in January 2025. Following our self-assessment, we were able to evidence that our work was Established in ten categories and Developing in one category, Community Resilience, regarding the engagement of community organisations.
38. Hammersmith & Fulham understands the core values of community resilience: a community more connected, more capable and more engaged will better withstand disasters and more capably recover from them.
39. To improve the borough’s resilience in this area, as we seek to move towards “Established” we have undertaken the following.
40. We are establishing the Hammersmith & Fulham Community Resilience Alliance (H&FCRA), the aim of which, is to empower communities to better prepare, respond and recover to and from emergencies.
41. 23 organisations have expressed interest in joining the Alliance so far; Hammersmith United Charities, Bush Studios, Westway Community Transport, Barons Court Project, Sands End Adventure Playground, Sands End Arts & Community Centre, The Creighton Centre, Edward Woods Community Centre, Hammersmith BID, Queen Caroline Estate & College Court, TRA, Linacre Court TRA, Fulham Broadway Methodist Church, Egyptian House London, Young Hammersmith & Fulham Foundation, Dr Edwards and Bishop King’s Fulham Charity (DEBK), Hammersmith & Fulham Foodbank, Queens Park Rangers Community Trust, Photojournalism Hub CIC, the WILDE Foundation, Alzheimer’s Society, Age UK, Hammersmith & Fulham and Hammersmith & Fulham Volunteer Centre.
42. The Emergency Planning Team consulted the H&FCRA in developing the H&FCRA Response & Recovery Plan, which includes a link to the community resilience emergency plan. The finalised plan was shared with all members.
43. A list of the H&FCRA members was also developed to show details about the type of support the members can potentially provide during an emergency e.g. volunteers, space for Reception Centres, catering, support in donations management.
44. Work has begun specifically around enhancing our engagement with our H&F Faith Forum members and what assistance they can provide in emergencies.
45. To further increase our resilience, we are also continuing to develop relationships with charitable and private sector organisations - which includes identifying funding streams or other support for community development and other recovery initiatives – as we seek to continue to develop and implement

processes to manage and receive support at times of crisis.

46. The Emergency Planning team regularly attend the West London Community Resilience support group meetings, held by Westminster. These focus on joint community resilience initiatives, community hubs and building neighbourhood networks.
47. H&F are working with the West London Community Resilience Support Group to develop a process for managing spontaneous volunteers at incidents.
48. The West London Sub-Regional Forum (Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon, Hounslow, Royal Borough of Kensington & Chelsea, and Westminster) will be ensuring that Community Resilience is a key part of its focus going forward.
49. **Business Continuity – How we understand the impact on services in an emergency and ensuring we have plans in place to keep services running.**
50. Business continuity is the advance planning and preparation undertaken to ensure that an organisation will have the capability to operate its critical business functions during emergency events.
51. We saw during Covid how the Council responded to a significant emergency and how services were able to continue to operate and utilise their business continuity plans.
52. We have recently invested in an upgraded system for Business Continuity Plans.
53. Access to business continuity plans is available at any time via app .
54. Services are asked to identify work arounds in the event of a service disruption. For example, if there was an outage, to keep hard copies of their plans / essential documents, download them onto their desktops and make sure that they can access these documents outside of the H&F Network.
55. As well as internally focused workshops on business continuity at the council, awareness is also raised externally to businesses across the borough on the topic. In 2024, two sessions of this nature took place. Similar sessions are being planned for 2025 to raise awareness of business continuity.
56. Awareness regarding business continuity has also increased throughout the council. This has been achieved by the topic featuring as an agenda item at many different Departmental Management Team (DMT) meetings, through business continuity awareness week (BCAW) and at the Emergency Planning Team's exercises.

57. Additionally, training sessions on how to use the new business continuity system, resilience, have taken place as well as advertising it on the council's intranet.
58. Workshops across different departments regarding business continuity, concentrating on ransomware have taken place in recent months. This is to ensure that the services' business continuity plans are fit for purpose in the event of a cyber-attack.
59. Work has begun on creating an on-line introductory eLearning course for Business Continuity which will be mandatory for new and existing staff to complete now that the new software has been launched.
60. Advice is provided to businesses and the voluntary sector on Business Continuity Management when requested. The Business Continuity Manager has attended events in the borough to offer support for businesses. This has been achieved via the H&F business networks meetings, the Hammersmith BID and the West London Chamber of Commerce.
61. The H&F Service Resilience Group, a forum committed to working on issues concerning resilience and business continuity, meets every other month, this group is made up of service and departmental leads across the council.
62. A Corporate Business Continuity Strategy defining the Council's approach to Business Continuity has recently been approved by SLT. The Strategy defines roles and responsibilities for Business Continuity Plans (BCPs) of individuals and groups within the Council

EMERGENCY INCIDENTS WITHIN THE BOROUGH

63. As referenced above the borough has thankfully not had to deal with any large-scale major incidents (other than the Covid-19 pandemic) since June 2018 but have responded to smaller, significant, local incidents throughout the period.
64. The borough's emergency responders dealt with a diverse range of incidents during this period including serious fires, power outages, and serious violence amongst others.
65. There have been incidents requiring emergency planning deployments and response(s) by the council to support our emergency response colleagues the most notable of these were:
 - a. 17/07/2024 Chemical Incident, Ethel Rankin Court W14,
 - b. 18/07/2024 Fire, Linacre Court W6
 - c. 29/09/2024 Fire at Bute Gardens, W6
 - d. 04/01/2025 Fire at Herbert Morrison House SW6
 - e. 05/02/2025 05/02/2025 - Car on fire, King Street W6
 - f. 19/02/2025 – Fire, Desborough House, West Kensington Est

66. Each of these incidents, and our responses, are explained further below:

17/07/2024 - Chemical Incident, Ethel Rankin Court, W14

- a. H&F Local Authority Liaison Officer (LALO), on-call Duty Silver and Gold response activated; Comms informed.
- b. LALO attended and liaised with emergency services and provided reassurance to the evacuated residents.
- c. H&F Law Enforcement Team (LET) also attended and supported the LALO.
- d. Rest Centre Manager & Officers stood up
- e. Rest centre identified but later not required.
- f. LAS used a petrol station forecourt as a triage area
- g. Those affected by the chemical fumes were taken to hospital
- h. No temporary accommodation was required and residents returned to their homes shortly afterwards.

18/07/2024 – Fire caused by e-bike battery, Linacre Court, W6

- a. Response managed by H&F on-call Duty Silver; Duty Gold, Housing Gold and Comms informed.
- b. LALO, Housing Emergency Response Officer (HERO) and members of the LET attended the scene providing support and reassurance to the evacuated and self-evacuated residents.
- c. Rest centre identified but later not required.
- d. Fire put out quickly by LFB, batteries disposed of, and e-bike removed. 3 residents taken to hospital, suffering from smoke inhalation. Actions were followed up by Housing and Adult Social Care.

67. 29/09/2024 – Fire in a hotel, Bute Gardens W6

- a. Response managed by H&F on-call Duty Silver and Duty Gold; Housing and Comms informed
- b. 2 LALOs attended: one at the scene and one at the rest centre
- c. Over 240 occupants were evacuated; attendees went to the identified rest centre.
- d. The on-call Rest Centre Manager and trained Rest Centre staff were deployed to the rest centre and duty Silver liaised with the charity to keep them updated and exchange information about attendees.
- e. The LET attended and provided support at the rest centre and on site; they escorted the evacuated to the rest centre
- f. Silver established contact with the managing agent who were ready to provide transport and alternative accommodation as needed. It was later not needed as the attendees were allowed to return to the hotel.
- g. The LET escorted attendees back to the hotel, in a structured return

04/01/2025 – Fire, Herbert Morrison House SW6

- a. Response managed by on-call Silver; duty Gold and Comms informed; Housing Gold updated Members; HERO also provided updates
- b. LALO was deployed to the scene and liaised with LFB, updating duty Silver.
- c. The LET also attended to provide support to the LALO and give reassurance to the evacuated and self-evacuated residents
- d. A rest centre was identified and promptly opened by the duty concierge
- e. Housing's M&E team liaised with LFB and
- f. LALO and LET carried out door to door welfare checks after residents returned to the block but were without power on several floors, pending further safety checks
- g. Follow up actions were carried out by Housing

05/02/2025 - Car on fire, King Street W6, near the Polish Centre

- a. Response managed by on-call duty Silver; duty Gold and Comms informed
- b. LET reported vehicle to LFB and the fire was extinguished quickly
- c. MPS requested urgent removal of the vehicle due to resulting traffic buildup and an upcoming VIP visit to the Centre.
- d. Silver liaised with Parking to remove the vehicle and with Highways to remove the debris

19/02/2025 – Fire, Desborough House, West Kensington Est

- a. Response managed by on-call Duty Silver; duty Gold and Comms informed
- b. 8th floor was evacuated, also with several self-evacuated
- c. LET attended and provided reassurance to residents
- d. Rest centre was identified but later not need
- e. Fire was quickly put out and residents were allowed to return, excluding the occupant where the fire originated, who made their own arrangements.
- f. Follow up actions were carried out by Housing and ASC

SERVICE CONTINUITY INCIDENTS

68. Since the publication of the previous Cabinet report there have been no service continuity incidents of note.

TRAINING AND EXERCISING

69. The Emergency Planning service is well developed and always seeks to evolve and improve our knowledge and expertise.
70. To develop staff understanding our EP team attended workshops / briefings held by the London Resilience Unit and exercises / workshops held by other organisations from October 2023 - March 2025:
- West Sub-Region Community Resilience Workshop – 6/12/2023
 - UKPN Winter Resilience Webinar – 8/12/ 2023
 - H&F Climate Risk Assessment Briefing – 13/12/2023
 - Met Office Wildfire Course, 25/04/24
 - Met Office Atmospheric Dispersal Course 29/04/2024
 - Met Office Service to Civil Contingencies Course 02/05/2024
 - Met Office Climate Change Course 07/05/2024
 - BRF Chairs Meeting 15/05/2024
 - HS2 Impacts and Mitigation Workshop 20/05/2024
 - JESIP Training 17/07/2024
 - London Strategic Co-ordination Briefing Session 22/07/2024
 - London Benchmarking Briefing Session – Emergency Planning Teams and Resilience Advisors 23/09/2024
 - Met Office Winter Hazards 03/10/2024
 - Utility Sector Awareness Day 10/10/2024
 - National Resilience & Local Preparedness Seminar 17/10/2024
 - London Benchmarking Briefing Session – BECC Staff & Procedures 24/10/2024
 - London Benchmarking Briefing Session – LALO & Incident Procedures 30/10/2024
 - Exercise Exchange – Communications Exercise with West London Boroughs 30/10/2024
 - London Resilience Tactical Co-ordination Group Training 07/11/2024
 - HALO Training 28/11/2024
 - London Benchmarking Briefing Session – Corporate Credit Cards & Organisational Culture 19/12/2024
 - London Resilience Telecoms Briefing 17/02/2025
 - EP/Resilience Team Managers Conference 27/03/2025

EXERCISES

71. As part of our offer of training, exercising and delivery, officers attend, plan and run several events to ensure that H&F continues to develop to the standards we expect of ourselves and to the standards that our partners expect.
72. It is important to ensure that emergency plans and business continuity plans are activated and tested as part of our resilience work programme. The Emergency Planning team work with the Borough Resilience Forum (BRF), London Fire Brigade, Police, and others to ensure that we test our plans against current and/or emerging risk and threat. Over the last 18 months, exercises have included:

73. **H&F Cyber Exercise – March 2024**
This was an internal exercise for H&F staff which focussed on impacts resulting from a loss of the H&F network and the effects on council services. Attended by council business continuity leads.
74. **BRF Multi-Agency Exercise – Tower Block Fire – April 2024.** This was a H&F Borough Resilience Forum in person workshop that took place at the Irish Cultural Centre, Blacks Road, Hammersmith W6. 75 representatives from 17 external organisations and H&F services attended.
75. The overall aim of this exercise was to bring together partners to address and identify issues resulting from a fire in a tower block and a secondary incident of a gas leak occurring in an adjacent block, including learning from the Grenfell Inquiry. A post-exercise report was created by the Emergency Planning team and circulated to the participating organisations.
76. The lessons learned focussed mainly on the importance of responding agencies to ensure that their emergency plans and communication networks for this type of scenario were robust and should be reviewed regularly
77. **Issues Associated with Lithium-ion Batteries – September 2024**
This was an awareness session conducted by the London Fire Brigade for H&F staff, focussing on the risks associated with lithium-ion batteries attached to e-bikes and e-scooters. Attended by Housing, Health & Safety and H&F emergency response officers across the council.
78. **BRF Multi-Agency Fuel Disruption Workshop – November 2024**
This was a H&F Borough Resilience Forum in person workshop that took place at the Irish Cultural Centre, Blacks Road, Hammersmith W6. 37 representatives from 11 external organisations and H&F services attended.
79. The overall aim of this exercise was to bring partners together, to build a shared understanding of any organisation arrangements in place, to mitigate and manage the impacts of a significant shortage of fuel (petrol & diesel). A post-exercise report was created by the Emergency Planning team and circulated to the participating organisations.
80. The lessons learned focussed mainly on the importance of responding agencies to ensure that their emergency plans, business continuity plans and communication networks for this type of scenario were robust, and should be reviewed regularly.
81. **Exercise Connects – March 2025**
Exercise Connects is the annual test of communications methods between the London Local Authority Coordination Centre (LLACC) and the Borough Emergency Control Centres (BECCs).
82. Further training and exercises are planned and will be delivered over the next 12 months.

LOOKING FORWARD

83. For the remainder of 2025 / 2026 the focus for Emergency Planning and Business Continuity services is to continue to embed emergency response, planning and resilience arrangements throughout the organisation. Training and conducting exercises with staff and external organisations throughout the year.
84. 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 to ensure our plans and training fit with the new standardised processes and training packages as they go live.
85. H&F take the findings from the Grenfell enquiry and its subsequent recommendations very seriously. We are working towards implementing those recommendations by continuing to improve our emergency response arrangements and increasing our internal and external resilience capabilities.
86. We continue to prioritise community engagement to improve our resilience. Thus enabling communities to come together and work with us to assist us in providing humanitarian assistance to our residents, especially the vulnerable, in emergencies.

Equality Implications

87. There are no negative impacts on any groups that share protected characteristics, under the Equality Act 2010, from Cabinet accepting this annual Emergency Planning Report.
88. Individuals who require additional support, including those with protected characteristics, may be less able to help themselves in an emergency than non-vulnerable people.
89. Those who require additional support will vary depending on the nature of the emergency, but where appropriate plans consider issues such as those with mobility impairments; those with mental health issues; those with language barriers and others who are dependent, such as children.
90. 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.

Yvonne Okiyo, Strategic Lead Equity, Diversity, and Inclusion

Risk Management Implications.

91. The Emergency Planning and Business Continuity response requirements are vital to maintaining a safe and resilient environment for the local community, its businesses, and visitors. Failure to have an effective and efficient Emergency Planning and Business Continuity Service may severely impact on the safety and welfare of people, continuity of services, physical assets, information we

process, finance, the built and natural environment and the reputation of the Council, Members and Officers.

- 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 all councils will need to manage. Since early 2020, the Council's emergency planning and business continuity arrangements have been activated and implemented at various times as the Council responded to the Covid 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;
 - 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.

92. The council's technology infrastructure and resources have stood up well, enabling all staff to work remotely during the COVID lockdown, keeping services for residents ongoing throughout the period. 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.

93. Having effective emergency planning and business continuity arrangements in place is vital, particularly during periods of significant national and global uncertainty. The Council will need to support residents and businesses as inflation and interest rates continue to rise, as the cost-of-living crisis impacts on more families and vulnerable residents, as high energy costs and a cold winter coincide, as potential for utilities shortages (such as power outages) become more likely and funding of public services comes under increasing pressure.

David Hughes, Director of Audit, Fraud, Risk and Insurance

Other Implications

94. In the wake of a terrorist attack in the United Kingdom, London Local Authority Prevent teams undertake local community tension monitoring and increasing community engagement and reassurance efforts.

95. The Prevent team will provide bespoke, tailored resources, support and advice to schools and the community to tackle any tensions arising, to safeguard our community.

Aysha Esakji, Prevent Co-ordinator