


<p style="text-align: center;"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p style="text-align: center;"><b>CABINET</b></p> <p style="text-align: center;"><b>4 JUNE 2018</b></p>	
<p style="text-align: center;"><b>ANNUAL EMERGENCY PLANNING &amp; BUSINESS CONTINUITY REPORT</b></p>	
<p><b>Report of the Cabinet Member for the Environment – Councillor Wesley Harcourt</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - Open report</b></p> <p><b>Key Decision: No</b></p>	
<p><b>Consultation</b>  This report follows a Review of H&amp;F Council’s Emergency Response to Major Incidents in 2017 report that has completed a round of consultation with the Audit, Pensions and Standards Committee and all five scrutiny committees. All departments of the council have been consulted and: Legal, Finance and Risk Management comments have been included.</p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director: Nicholas Austin, Director of Residents’ Services</b></p>	
<p><b>Report Author:</b> Alistair Ayres, Head of Emergency Services</p>	<p><b>Contact Details:</b>  Tel: 020 8753 3994  E-mail: <a href="mailto:alistair.ayres@lbhf.gov.uk">alistair.ayres@lbhf.gov.uk</a></p>

## 1. EXECUTIVE SUMMARY

- 1.1. 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.
- 1.2. 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.
- 1.3. This report seeks to establish good governance arrangements whereby cabinet annually agrees the work programme and priorities. For 2018/19 the work programme reflects interest areas and learning from H&F Council’s Emergency Response to Major Incidents in 2017 report. The review report

completed a round of consultation with the Audit, Pensions and Standards Committee and all five scrutiny committees.

- 1.4. The Chief Executive also commissioned an independent report to provide assurance surrounding the council's response and emergency planning arrangements following the Parson Green Terrorist incident in the borough. One of the recommendations of the review to ensure good governance is that an annual report is brought to Cabinet on Emergency Planning, providing an overview of activity over the past 12 months and planned future activity and priorities.
- 1.5. The council has a robust emergency plan in place and this was activated a number of times over the previous year as part of the Council's response to incidents, such as Grenfell Tower, Parsons Green and two major burst water mains.
- 1.6. There are national and regional frameworks in place that govern how local plans are produced. Our plans have been updated following a thorough review and because of the learning gained through responding to incidents and exercises.
- 1.7. This report looks back over the previous year and looks forward to our priorities and work plan for the forthcoming year.

## **2. RECOMMENDATIONS**

- 2.1. That Cabinet agree the report and the work plan for 2018-2019.

## **3. BACKGROUND**

- 3.1. 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.
- 3.2. 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.
- 3.3. The Council as a Category 1 responder is subject to the full set of civil protection duties and are 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

3.4. During 2017 London and the UK has been affected by a range of major incidents including:

- the terrorist attack on Westminster Bridge in March;
- the Manchester Arena terrorist attack in May;
- the terrorist attack at Borough Market/London Bridge in early June;
- the Grenfell Tower Fire in mid-June;
- the terrorist attack near Finsbury Park Mosque in June;
- the evacuation of residents from four tower blocks in Camden following fire safety testing in late June;
- the terrorist attack on a tube train at Parsons Green in September.

#### **4. H&F's EMERGENCY RESPONSE STRATEGIC PRIORITIES**

4.1 Building Community Resilience to ensure our communities are prepared and can respond and recover quickly in times of emergency.

4.2 The council's Strategic Priorities for any emergency are to:

- provide support to incident responding agencies as required
- support the vulnerable
- maintain continuity of council service provision
- provide assistance and information to Hammersmith and Fulham's businesses and communities
- provide community leadership
- and assist the return to normality'

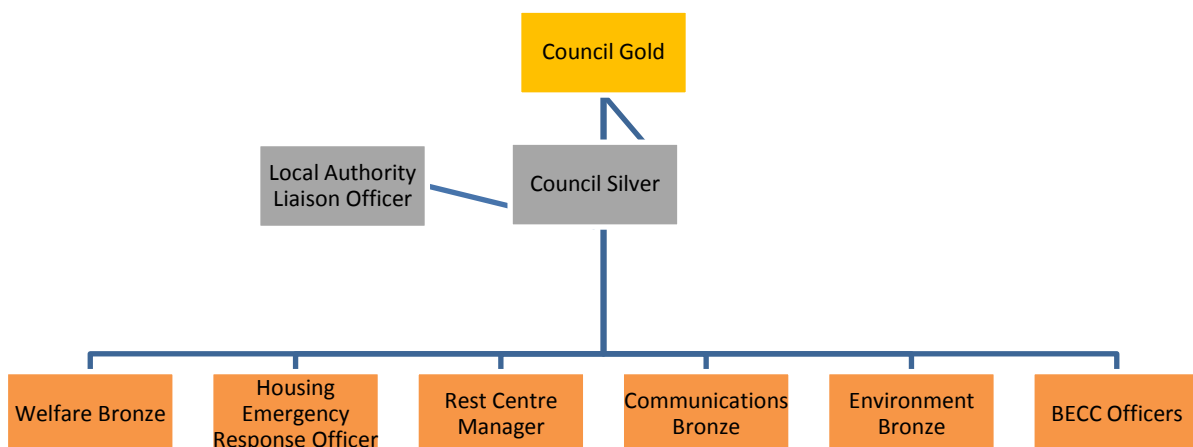
These may be amended by the Council strategic lead (Gold) in consultation with Council response lead (Silver) once the details of a specific incident become clear.

4.3 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

## 5. EMERGENCY RESPONSE ARRANGEMENTS

- 5.1 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 the emergency. It is a systematic and ongoing process which evolves as lessons are learnt and circumstances change.
- 5.2 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.
- 5.3 The emergency planning procedures in H&F are quite clear. This is set out in the figure below. In this structure, Gold is the strategic lead (usually 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.



- 5.4 If an emergency requires an evacuation, a Welfare Bronze is appointed from Social Care services to examine council records for premises within the cordon to identify any needs or vulnerabilities. A 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.
- 5.5 The Emergency Planning Team for our Council consists of one full time Emergency Planning Manager and one part-time Business Continuity Manager. Approval was given by Cabinet in September 2017 to recruit

additional resource to increase capacity within the core planning team for a period of 18 months and enhance the training and exercising of emergency responders across the council.

- 5.6 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.
- 5.7 H&F has a number of officers on call 24 hours a day, 365 days a year. A rota of “Silvers” are responsible for leading the Council’s tactical response to emergency incidents.
- 5.8 Actions have been taken to increase the number of key personnel who can act Duty Silver, Welfare Bronze, and Rest Centre Managers to ensure there are at least eight trained officers per role who are on call 24 hours 365 days a year.
- 5.9 Supporting these roles is a wider team of 30 other trained responders who can fulfil several roles, such as Local Authority Liaison Officers and Borough Emergency Control Officers, amongst others. Additional recruitment and training of new staff is ongoing and housing Services have also expanded their rota of Emergency Response Officers.
- 5.11 The H&F Emergency Planning team compiles and circulates, to selected senior officers and those on emergency response rotas on a weekly basis, a rota known as ‘Weekly Orders’. This sets out which officers are responsible for different levels of command and control in the event of an emergency incident. The circulation list has been reviewed and expanded during the year as a result of feedback.
- 5.12 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).
- 5.13 H&F Gold is the Chief Executive, who is also on the London’s local authority Gold rota for major incidents in London.
- 5.14 This report details the incidents we have responded to in 2017/18, training, exercising and changes following incidents. The report highlights areas of work for the new financial year to ensure continuous improvement in the service.

## **6. REVIEW AND CONSULTATION**

- 6.1. An emergency planning lessons learned report for H&F and review following the Grenfell Tower tragedy was taken to the Finance & Delivery policy & accountability committee on 6<sup>th</sup> September 2017.

- 6.2. In October 2017, following two major incidents that required an emergency response from H&F Council – the Grenfell Tower fire in June and the Parsons Green tube terrorist attack in September - a review was conducted into the Council's handling of the events.
- 6.3. The review resulted in a draft consultative report which was discussed at the Audit, Pension and Standards Committee and Finance and Delivery Policy and Accountability Committee (PAC) in December 2017 and the Economic Regeneration, Housing and the Arts PAC, Children and Education PAC, Community Safety, Environment and Residents' Services PAC and Health, Adult Social Care and Social Inclusion PAC in January 2018. It was also discussed at the H&F Youth Council in March 2018. The discussions at each of these forums led to the further development and refinement of the report's recommendations and these have been included at Appendix 1.
- 6.4. Following the Parson Green Terrorist attack the Chief Executive commissioned a review from an independent emergency planning consultant to assess the status of the Council's emergency planning (EP) arrangements and to make recommendations as required.
- 6.5. The review commended examples of best practise such as;
- The council silver rota
  - The bronze or operational rota that includes Rest Centre Managers and Local Authority Liaison Officers
  - The Council's communications planning
  - The work being done to address the issues of community resilience
  - A professional, well lead and highly motivated emergency planning team
- 6.6. The review made a number of recommendations to support our improvement work all of which have been actioned and included action taken in 2017/18 in appendix 2.
- 6.7. Given the cumulative significance of the incidents occurring in 2017, London Councils commissioned an independent peer challenge focusing on the extent to which boroughs' collaborative resilience arrangements can be further strengthened and these will be taken forward in our work plan.

## **7. PROPOSAL AND ISSUES**

- 7.1. The last year has been unprecedented in the number and scale of emergency incidents responded to. Incidents outside Hammersmith & Fulham can still have an impact on our planning and service delivery. Officers from Hammersmith & Fulham were heavily involved in the response to Grenfell Tower and provided control room staff to assist the Camden housing evacuation. This is in addition to the Parsons Green tube bombing and two major burst water mains on King Street and Goldhawk Road.

- 7.2. In addition to the above the team has dealt with numerous smaller scale incidents and there have been several business continuity issues throughout the year requiring services to enact their own continuity plans.

### **Incidents out of the borough**

- 7.3. There were three major terrorist incidents at the start of the 2017/18 financial year that did not occur in H&F but had indirect impacts on this borough. The Westminster Bridge attack occurred in March, Manchester Arena bombing in May and the London Bridge attack in June.
- 7.4. The Manchester bombing came just before the 2017 general election and required a change in our usual election planning to ensure additional security and police presence around the town hall.
- 7.5. The London attacks required a heightened response for tension monitoring in borough led by the Prevent Team. We were required to report back to London Resilience any issues in borough so they could form a London wide view and response if necessary.
- 7.6. The Grenfell Tower tragedy occurred in June 2017 and had a direct impact on Hammersmith & Fulham. The response to Grenfell by H&F has been the subject of reports sent to the Policy and Accountability Committees and the summary and recommendations from this are attached at appendix 2.
- 7.7. A significant number of H&F staff were directly involved in the Grenfell Tower response either through mutual aid requests for assistance or in their role within a Shared Service.
- 7.8. H&F provided Rest Centre Managers and officers to assist in the various rest centres set up in RBKC. We provided staff to work in the Borough Emergency Control Centre (BECC) in RBKC and Westminster. This was in addition to running our own BECC in Hammersmith.
- 7.9. H&F formed the Grenfell Outreach Task Force, a group of 15 dedicated officers from Housing Solutions, Children's and Adult Social Services, which for several weeks made daily, scheduled visits to the 40+ households placed in hotels in the borough. This team continues to work with those households still in the borough.
- 7.10. Following Grenfell, Camden Council evacuated several tower blocks due to fire safety concerns in August 2018. Due to the scale of this evacuation they made a request for mutual aid. H&F provided staff to assist with the BECC in Camden to manage the process.
- 7.11. H&F also opened the Borough's emergency control centre over the August bank holiday weekend as a precaution to ensure the council was ready support quickly if an incident had occurred.

### **Incidents within the borough**

## **Parsons Green**

- 7.12. On Friday 15th September 2017 at 08.35 an improvised explosive device was detonated on a tube at Parsons Green station and H&F activated its emergency plan. People were evacuated from the area as a police cordon was put in place around the crime scene. It also attracted huge international media interest.
- 7.13. The borough control centre was stood up and working by 08.40. Local Authority Liaison Officers (LALOs) were deployed to site as were Rest Centre Officers/Managers, Incident Response Officers, and Duty Welfare Officers and an official rest centre was established to cater for displaced residents.
- 7.14. H&F were also responsible for setting up and chairing the Humanitarian Assistance Group, which looks at the welfare needs of victims and witnesses to an event. The group consisted of various agencies, such as NHS England, Home Office, H&F CCGs, Victim Support and others. The main focus was the mental health support provided to those affected, including schools, residents and people travelling through the borough on the tube.
- 7.15. The overall response was excellent. Feedback from the public has been supportive of the Council's efforts and emergency blue light services have also praised our response. However, as with any incident there are areas to improve and changes have been made to our plans where necessary to ensure we provide the best response to those affected.

## **Water mains – King Street and Goldhawk Road**

- 7.16. H&F had two major water main bursts within a short period of time, which had significant impacts on residents and businesses in borough. King Street on 26<sup>th</sup> January and Goldhawk Road shortly after on 31<sup>st</sup> January.
- 7.17. The King Street burst mainly affected business, although some residents had to be evacuated from their homes on the night. H&F Silver was on scene at the time of the burst and liaised with the emergency services and Thames Water to ensure residents and businesses were cared for. Hammersmith Town Hall was opened 24 hours to provide Thames Water with an area to speak with affected people and organise temporary accommodation or insurance claims as required. The Highways Team put in place road diversions and worked closely with the emergency services to ensure minimal disruption to traffic through the borough. The burst was isolated approximately 6 hours after the incident occurred.
- 7.18. The Goldhawk Road burst had much wider service implications and affected a much larger area. It had significant local impact including disruption to supply for 2 hospitals, and localised impacts on transport and an estimated 9,000 properties affected with low or no water pressure. There was the potential for loss of water whilst isolating the broken main to an estimated 250,000 people although this did not materialise during the resolution of the incident.



- 7.19. Due to the potential impact of the incident there were three London Resilience Group organised multi-agency teleconferences called during the day (14.00, 16.30 and 18.30hrs) and the London Water Supply Disruption Plan was utilised to support the response to the incident.
- 7.20. The Chief Executive met with senior representatives from Thames Water to understand better why the leaks happened, to ensure the return to normality, was hastened and seek assurance regarding the prospects of further leaks.
- 7.21. A debrief with partner agencies, including Thames Water took place on 30<sup>th</sup> April to review the response and make recommendations for future incident management.

### Other incidents

- 7.22. In addition to the large-scale incidents above H&F has responded to numerous smaller local incidents throughout the year. 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. Brief details of some of these are below:

<b>Date</b>	<b>Incident</b>	<b>Response</b>
6 <sup>th</sup> July 2017	Bulky waste fire hazard at housing premises	LFB reported significant fire hazard of dumped bulky waste. Removal arranged overnight
16 <sup>th</sup> September 2017	Suspect package at Fulham Broadway Centre. Evacuation.	Coordination with police
1 <sup>st</sup> February 2018	Fire and small evacuation	Liaison with Housing and London Fire Brigade. Full rest centre not required
7 <sup>th</sup> February 2018	Fatal fire	Liaison of with Housing, LFB and police
8 <sup>th</sup> & 23 <sup>rd</sup> March 2018	Two instances of fire at in the electrical intake cupboard	Liaison with Housing, LFB and UK Power Networks. No requirement for rest centre. However, vulnerable people identified and information passed to LFB in case of evacuation.
12 <sup>th</sup> , 15 <sup>th</sup> & 23 <sup>rd</sup> March 2018	Traveller encampments	Liaison with police and LFB and business to address concerns of traveller encampments on private land. Advice was provided and welfare checks carried out.

## **Service continuity incidents**

- 7.23. As well as the emergency incidents detailed above there have been several service continuity implications for the Council. The burst water mains and adverse weather conditions affected Council buildings requiring service continuity plans to be enacted.
- 7.24. The burst water mains affected water supply to Hammersmith Town Hall, the Town Hall Extension and 145 King Street. Subsequently there was no running water or heating. A Service Resilience Group (SRG) was established to identify issues and put in place mitigation to ensure service delivery to residents.
- 7.25. Services are categorised from Priority 1 (P1) to Priority 4 (P4) with P1 services being the highest priority to ensure service delivery is maintained or brought back into service within 24 hours. Frontline services such as those provided by Adult Social care and Children's Services are generally categorised as P1. Several of these services are based out of 145 King Street and had to implement their continuity plans to maintain services to residents.
- 7.26. The ground floor of 145 King Street remained open to the public. Space was identified in other buildings to allow services to decant and continue working. Temporary toilet facilities were brought into the courtyard of Hammersmith Town Hall to ensure staff could remain in the building. Communications were sent to all staff to provide updates on affected buildings and relocation points.
- 7.27. No services to residents were adversely affected by the issues experienced by the Council due to the successful operation of service continuity plans.

## **8. BUSINESS CONTINUITY**

- 8.1. The council's Service Resilience Group meets 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.
- 8.2. Work was undertaken this year to improve business continuity plans and identify key suppliers across the Council to ensure plans are put in place to ensure services are maintained in the event of a supplier failure, such as has been seen with the collapse of Carillion. As a consequence, all plans have been reviewed and tested to comply with more stringent tests.
- 8.3. To assist departments in their planning the Business Continuity Manager attended departmental meetings and arranged training and drop in sessions to assist in writing and testing plans. Departments were required to have updated plans by the end of March 2018. Below is a table detailing the status

of plans. Note Public Services Reform did not exist as a department until 1<sup>st</sup> April 2018.

Department	Status	RAG
Growth & Place	Plans Reviewed & Tested by 31/03/18	Green
Residents' Services	Plans Reviewed & Tested by 31/03/18	Green
Children's Services	Plans Reviewed & Tested by 31/03/18	Green
Social Care	Plans Reviewed & Tested by 31/03/18	Green
Corporate Services	Plans Reviewed & Tested by 31/03/18	Green
Finance & Governance	Plans Reviewed & Tested by 31/03/18	Green
Public Services Reform	Plans Reviewed & Tested by 01/06/18	Green

## 9. TRAINING AND EXERCISING

- 9.1. The Training and exercising of staff and plans is key to ensuring service delivery.
- The Strategic Leadership Team (SLT) received training on Gold Council responsibilities and command and control,
  - 15 new Rest Centre officers were trained in the last six months
  - Children's Services and Housing Teams received training on Council responsibilities and command and control
  - Control Centre (BECC) officer training was delivered and 7 new officers trained
- 9.2. The Chief Executive also undertook London Resilience Group training and shadowing to allow her to participate in the London wide chief executive's gold rota. The Chief Executive has twice visited the MPS control room.
- 9.3. Exercise Dom Opieke was held on 12<sup>th</sup> September 2017 with Adult Social Care, NHS England, Imperial NHS Trust Central London Community Healthcare and others to test the scenario of an evacuation of a care home inside a cordon.
- 9.4. Exercise Tenebrae held on 24<sup>th</sup> October 2017 with the Council Silvers to test responsiveness to a significant power outage in the borough. This included issues with standard housing and sheltered accommodation.
- 9.5. A London wide Exercise Safer City held on 14<sup>th</sup> and 15<sup>th</sup> March 2018 was held to test the communication and capacity to respond across London, liaising with London Resilience and London Gold. H&F played a full part in the exercise and used the opportunity to test newly trained staff in the Borough Emergency Control Centre, run a Service Resilience Group (SRG) and test communications. Prevent also took part in this exercise reporting through the Home Office and London Resilience channels.

- 9.6. Further training and exercises are planned and included in the work plan for the forthcoming year.

## **10. RESOURCES AND STAFFING**

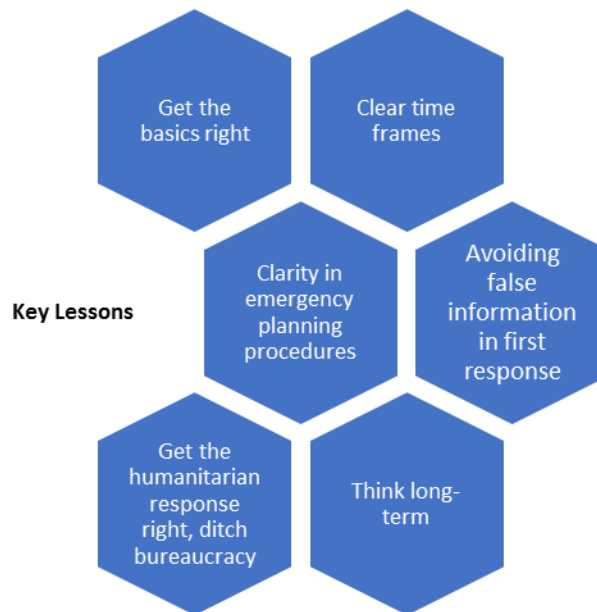
- 10.1. Following the Grenfell Tower tragedy staffing resource in emergency planning and business continuity was identified as an area that required further investment. An additional Emergency Planning Officer post was introduced and recruited to internally and our existing Business Continuity Manager was moved from part time to full time.
- 10.2. We have also expanded the number of people on the rotas and increased the numbers of trained emergency responders. There are now around 105 people trained to act in various roles to respond to emergencies within the Council. Each emergency response rota; Silver, Welfare and rest Centre has 8 people who rotate each week to ensure there is a 24-hour response cover for emergencies in borough. The rest of the response staff are taken from a pool of other volunteers who are called in as and when necessary.
- 10.3. The additional resources have meant that all the emergency plans and business continuity plans have been updated and additional training delivered and will enable the progression of next year's work plan
- 10.4. Funding for 2017/18 has been covered by underspends and increased income from the Registration Service. The variance in budget for additional staff, increase in hours and rota spend will come out of reserves for the financial year 2018/19.

## **11. COMMUNITY RESILIENCE**

- 11.1. 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 are able to 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.
- 11.2. Our community will be better prepared to cope during and after an emergency when everyone works together using their local knowledge. Things like understanding what requirements groups most at need may have in an emergency can make a real difference. Identifying and planning for the risks they may encounter during a severe flood, heat-wave or snowfall could help in reducing the potential impact on the wider community.
- 11.3. On 19th September 2017 the Council held a ground breaking Emergency Planning Community Hackathon with business and community organisations to improve how we can work together in response to emergencies.
- 11.4. The event, 'Stronger Together: Building Community Resilience', has been held with representatives of local businesses and community groups to

ensure everyone knows their role. (A hackathon is an event with focussed sessions that brings stakeholders together to discuss complex problems and come up with possible solutions.)

### Summary of findings from the hackathon



- 11.5. As a result, H&F launched the Emergency Planning 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. Using communications channels and ensure the right information goes out and updates in a live incident can be provided. It will also allow dissemination of requests for assistance, such as volunteers to assist in rest centres. 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.
- 11.6. A further community event is being organised in July 2018 to show organisations how we manage rest centres, liaise with emergency services and have further discussions on how we can assist each other in emergencies.
- 11.7. An emergency response skills audit is in process with community organisations to understand what can be provided in emergencies and we will build on this throughout the coming year.

11.8. Increasing community resilience is an important focus for our 2018 – 2019 work plan.

## **12. LOOKING FORWARD**

12.1. For 2018/19 the focus for Emergency Planning and Business Continuity is to embed emergency response and planning throughout the organisation. Training and exercising with staff, volunteers and external organisations throughout the year.

12.2. London Resilience has begun a standardisation programme for roles and responsibilities across London. This was highlighted as an issue following the Grenfell Tower tragedy. H&F will work with London Resilience and other boroughs to ensure our plans and training fit with the new standardised processes as they are completed.

12.3. London Resilience works on a three-year planning cycle, with specific plans identified for significant review each year. For 2018/19 these are: Humanitarian Assistance; Fuel Disruption; and Resilient Communications.

12.4. Exercise Raptor 5 in May 2018 is a major exercise with Heathrow, emergency services and military involvement. This will test our Mass Fatalities Plan and coordination with Heathrow in the case of a terrorist incident in a terminal.

12.5. Surface water flooding exercise has been arranged for later in the year and initial planning with key partners has begun.

## **13. EQUALITY IMPLICATIONS**

13.1. 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.

13.2. 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.

13.3. Implications completed by: Peter Smith, Head of Policy and Strategy, tel. 020 8753 2206.

## **14. LEGAL IMPLICATIONS**

14.1. The legal implications for the Council in planning for and responding to emergencies remain the same. 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.

14.2. Implications verified by: Kevin Beale, Senior Corporate Solicitor, tel 020 8753 2740.

## **15. FINANCIAL IMPLICATIONS**

15.1. In response to the wider lessons learned from the Grenfell incident Cabinet approved a drawdown of £111,000 from the Community Safety Reserve to increase the resilience of the Emergency Planning Team for 18 months. However, due to underspends and increased income in the Registration Service the spend of £384,800 for 2017/18 will come from existing budget.

15.2. For the financial year 2018/19 a drawdown of £102,300 will come from the Community Safety Reserve in addition to the service budget of £296,300 to meet the increased costs of providing a more resilient service.

15.3. Growth of £15,000 has been approved for the financial year 2018/19 to cover the cost for London Resilience that each London Borough pays to London Fire Brigade to coordinate emergency preparedness across London. The cost for 2017/18 has been covered by underspend in the Registration Services budget.

15.4. The Royal Borough of Kensington and Chelsea (RBKC) were responsible for making a Bellwin claim to the then CLG covering the period between the incident until 12 July 2018. The Council claimed £40,500 from RBKC which will be claimed by RBKC as part of their Bellwin claim.

15.5. In addition, the Council incurred costs which were ongoing past the 12 July 2018 Bellwin cut-off date relating to ongoing relief, social work support, and housing support. Where expenditure was incurred only as a response to Grenfell these costs can be claimed from RBKC. In 2017/18 the total expenditure claimed, in addition to the Bellwin claim above, was £278,700. Furthermore, some costs in relation to Children's Commissioning shared services staff who worked on the relief effort were charged to RBKC as part of the Council's S113 agreement with RBKC and WCC.

15.6. These reimbursable costs did not include the Council's normal staff costs where officers may have been diverted from their normal work in providing mutual aid to RBKC. Under the London Local Authorities Mutual Aid Memorandum of Understanding these costs were irrecoverable up to a value of £100,000 and therefore absorbed by the Council.

15.7. Implications verified/completed by: Lucy Varenne Finance Manager Environment Services, tel. 020 7341 5777 and Emily Hill Head of Corporate Finance, tel. 020 8753 3145.

## **16. IMPLICATIONS FOR BUSINESS**

16.1 Small and medium Sized Enterprises (SMEs) often suffer disproportionately from disruptions of all kinds, including bigger emergencies, because many

haven't realised the impact to their business and their wider markets from disruption. Understanding the importance of business continuity and getting it right, early, means they can be up and running again quickly after an incident and the quicker whole communities can recover.

- 16.2 Consideration in forward plans will be given to the following points:
- Specific measures and plans will the Council put in place to support local businesses – communications, relevant stakeholder engagement, clear response targets, hardship support, etc.
  - How will impact be measured and continuous improvement ensured
  - Evidence of any prior learning feeding into the policy
  - Specific additional processes to be considered when dealing with SME and micro businesses (as their needs are often more acute and they do not have the support structures and resources that many large businesses do)
- 16.3 Implications verified/completed by: Albena Karameros, Economic Development Team, tel. 020 7938 8583.

## **17. COMMERCIAL IMPLICATIONS**

- 17.1 Carrying out risk assessments and completing emergency plans and business continuity arrangements will help minimising any disruptions caused to the services and the community in case of an emergency.
- 17.2. Emergency planning can help the Council manage its budget and minimise any overspend in case of an emergency.
- 17.3. Implications verified/completed by: Andra Ulianov, Procurement Consultant, tel. 020 8753 2284.

## **18. IT IMPLICATIONS**

- 18.1. The information which is required to effectively manage an emergency necessarily includes sensitive information about vulnerable adults and children. All services will have existing protocols on how that information is managed during the emergency. This personal information is held largely in the key business applications.
- 18.2. All departments are working towards compliance with the new General Data Protection Regulation (GDPR) which goes live on 25th May 2018. As part of that programme, it is recommended that departments review their Privacy Impact Assessments to ensure appropriate protocols are in place.
- 18.3 Implications completed by Veronica Barella, interim Chief Information Officer, tel. 020 8753 2927.

## **19. RISK MANAGEMENT**

- 19.1. Our approach to improving the lives of our residents is unique through building personal, economic and community cohesion and resilience. If an



emergency happens, we make sure services are ready to respond and work together to help minimise its impact. Our Emergency Planning and Business Continuity response requirements contribute to this and are vital to maintaining a safe and resilient environment for the local community, those most vulnerable in our local area and businesses and visitors.

- 19.2. We recognise that 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.
- 19.3. The Council's Corporate Strategic Risk Register has for some time clearly established Business Resilience as a significant risk through which decisions are made on by the Strategic Leadership on our risk appetite, mitigations and actions required to reduce risks. These are monitored periodically by a core team of Officers, including the Council's Risk Manager, a former UK Risk Manager of the year for the Association of Local Authority Risk Managers. The Council's Service Resilience Group as it is known provides assurance to Management of the Council's planning, reporting and legal compliance requirements. The past year saw a significant escalation of risks and threats, including the Council's response to the Grenfell fire in the Royal Borough of Kensington and Chelsea also to new and emerging Cyber Risk threats, managing Supply Chain risks and our response to an act of terrorism within our Borough.
- 19.4. Business continuity is therefore intrinsically important to safeguarding the Council's operations. It is a process that helps manage our risks to ensure the smooth running of the Council on any aspect of delivery of a service, making sure that the business and our community can continue in the event of disruption. Business continuity plans and planning are the formal response plans to address the most critical risks identified within the Council. The Council meets its statutory obligations for Business Continuity as defined under the Civil Contingencies Act by;
- assessing both 'external' risks (emergencies) and 'internal' (business) risks;
  - having plans which are generic or those which deal with hazards or sites;
  - having clear procedures for invoking the business continuity plan;
  - providing training in implementing plans, arrange exercises to test plans, reviewing them and keeping them up to date;
  - horizon scanning.
- 19.5. The following types of business continuity risks which the Council prepares for and for which formal plans are appropriate:
- loss of part or denial of access to a key building - fire/flood;
  - loss of key staff;
  - loss of a partner or key service provider;

- technological failure, where new risks are constantly emerging as access to services grow globally through, for example, Internet use;
  - terrorism;
  - financial volatility in banking or in commercial markets;
  - loss of essential services;
  - transport infrastructure failure;
  - weather related events;
  - serious health epidemic/multiple fatalities;
  - fuel shortages.
- 19.6. Close contact is maintained both internally across Emergency Planning, Business Continuity, Risk Management, Procurement and Information Management functions and with those responsible for maintaining regional emergency response plans so that the list of risks is up to date and plans are adapted to deal with latest risks e.g. cyber related risks are reviewed using information from the National Cyber Security Centre and Supply Chain issues are monitored using information from Ratings Agencies and monitoring of risks in the Financial Markets. Community risk registers, such as those maintained by the London Fire and Emergency Planning Authority and local resilience forums, are referred to when preparing and updating response plans.
- 19.7. IT disaster recovery is also a highly specialised area of risk with the focus on recovery of ICT systems following a catastrophic event, such as those outlined above at 19.3, but also encompassing other catastrophic risks like those above which could lead to significant data loss or loss of facilities. As dependence on digital and more mobile technology increases, the potential for disruption is rising exponentially. Risks are becoming more complex and more connected, and it is no longer just major organisations that are at risk, events can happen anywhere, at any time.
- 19.8. In rising to these challenges, the Council undertook an extensive review of its Emergency Planning and Business Continuity arrangements. An awareness programme of communications, presentations and workshops was undertaken to increase overall knowledge of Business Continuity Risk Management across services. These covered recent Business Continuity incidents and exercises obtaining feedback and actions from these to further refine plans.
- 19.9. Implications verified by: Michael Sloniowski Risk Manager, tel. 020 8753 2587, mobile 07768 252703.

## **20. OTHER IMPLICATIONS PARAGRAPHS**

- 20.1. 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 Chair of the London Prevent Network, the H&F Prevent Coordinator is the London lead for this process. In this capacity, the H&F team produces the Local Authority Prevent Incident Response and Activity Monitor for London and engages with London Resilience. The Home

Office have confirmed funding for the H&F Prevent team staff for 2018/19 and 2019/20.

20.2. Implications verified/completed by: Pinakin Patel, LBHF Prevent Coordinator, tel: 0208 753 5727.

**20. BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext of holder of file/copy</b>	<b>Department/ Location</b>
	n/a		

**LIST OF APPENDICES:**

*Appendix 1 – Recommendations from the Consultative Report on H&F Council's Emergency Response to Major Incidents in June and September 2017*

*Appendix 2 – Emergency Planning actions taken 2017/18*

*Appendix 3 – Emergency Planning work plan 2018-2019*

## **APPENDIX 1**

### **The Consultative Report on H&F Council's Emergency Response to Major Incidents in June and September 2017**

#### **1. Introduction**

- 1.1 In October 2017, following two major incidents that required an emergency response from H&F Council – the Grenfell Tower fire in June and the Parsons Green tube terrorist attack in September - a review was conducted into the Council's handling of the events.
- 1.2 The review resulted in a draft consultative report which was discussed at the Audit, Pension and Standards Committee and Finance and Delivery Policy and Accountability Committee (PAC) in December 2017 and the Economic Regeneration, Housing and the Arts PAC, Children and Education PAC, Community Safety, Environment and Residents' Services PAC and Health, Adult Social Care and Social Inclusion PAC in January 2018. It was also discussed at the H&F Youth Council in March. The discussions at each of these forums led to the further development and refinement of the report's original recommendations.
- 1.3 This appendix identifies the recommendations that were received as part of the consultation process.

#### **2. Command and Control**

Recommendations for further action:

- The circulation list for the Weekly Orders should be expanded and subject to a regular review, co-ordinated by the Chief Executive's office and Human Resources, to ensure that all officers who may need to respond to an emergency are included in its circulation.
- In the event of a disaster of the magnitude of the Grenfell fire there may be a need for a two-tier daily planning briefing – strategic and operational.
- That the expectations from membership of a Service Resilience Group be clearly set out and communicated to attendees and relevant Directors/Heads of Service.
- That the command and control and briefing arrangements should be built into emergency planning training and exercising.
- Accurate records of staff deployed should be kept from the start of a response.
- Continued shared services and any new partnerships or shared arrangements should be clear about 'first call' arrangements of H&F and H&F services to limit competing calls and under capacity at critical times of an emergency.

### **3. Communications**

#### Recommendations for action

- All services should receive guidance on how to manage large-scale information demand in their emergency plans.
- A social media strategy, including the use of platforms like Next Door, should be prepared for an emergency incident communications response.
- Alternative arrangements should be identified for communicating with residents to enable communications to continue if one or more of the mobile phone system, internet or the council website failed during an incident.
- Single Points of Contact (SPOC) should be identified to deal with different types of communication enquiries in an emergency (e.g. media enquiries, requests from the emergency services, central government etc). This should be built into procedures, training and exercising.
- Member briefings and training must make it clear who to contact in the event of an emergency so councillors can give information and feedback from the ground.
- All staff should be informed of the emergency contact number.
- A pre-prepared update banner message should be put on the front page of the H&F Council website in the event of an incident.

### **4. Emergency planning**

#### Recommendations for further action

- A review should be undertaken of the best means of registering and storing records of people displaced to a rest centre in an emergency incident.
- Consideration should be given to negotiating agreements with chemists, opticians, dentists and other local stores and suppliers to secure the emergency provision of essentials for any displaced residents in the event of a major incident.
- The list of potential premises in H&F for emergency use as rest centres should be updated, along with contact details for keyholders and means of access.
- Work should be undertaken to identify premises in H&F borough that might be used to provide emergency accommodation.

- Emergency Planning should review the corporate emergency planning response arrangements, structure and responsibilities in the event of an emergency.
- Additional emergency response and planning training should be provided for all senior staff and councillors.
- Media training should be provided for councillors.
- Information on emergency planning should be included as part of staff and councillor induction training.
- High visibility jackets and personalised name badges should be supplied to all members of the strategic leadership team.
- An annual Emergency Planning Report should be presented to Cabinet (in addition to any other papers required during the year) covering:
  1. Emergency planning progress across the Council
  2. Overview of emergency staffing levels
  3. Overview of training and exercising programmes and up-take.
- Further work should be undertaken on involving neighbouring boroughs affected by a large-scale incident including their role as part of London-wide responses, in order that the role of 'bystander' boroughs is better utilised.
- It is noted that an independent peer challenge of London's regional resilience procedures has been commissioned by London Councils on behalf of London Local Government.

## **5. Housing**

### Recommendations for further action

- H&F Council should agree a lettings policy that assures that any social housing tenant who is displaced by an incident of this scale will retain their rights to permanent rehousing in the borough, irrespective of any acceptance of an offer of temporary accommodation from another borough.
- Cross-borough agreements should be laid down to ensure that tenants' rights to permanent accommodation in their borough of origin are not adversely affected by the allocation of temporary accommodation in another borough where this is due to an emergency incident causing displacement from the home borough.
- A data-sharing protocol should be drawn up to ensure that information on the needs of displaced residents from one borough can be shared with a neighbouring borough that is temporarily accommodating those families and individuals.

- Further attempts should be made to secure business accounts with other hotels located in the borough.
- Arrangements for corporate credit cards and their distribution within services should be considered within emergency plans.
- The Council should set out in advance the range of outreach support and services that could be available to families and individuals placed in temporary accommodation in and outside of the borough because of a major incident
- Clear lists and contact details for all residents placed in temporary accommodation following an evacuation should be available and updated as necessary to key staff.

## **6. Welfare**

### Recommendations for further action

- A process should be established to negotiate agreements with supermarkets and restaurants to provide food and meals to the victims and evacuees of future incidents, perhaps by way of a voucher scheme administered by the Council or local charities.
- The offer of counselling to all staff involved in the Grenfell fire relief effort should be followed up over the coming weeks and months.
- Service commissioners with responsibility for mental health services should consider how access to counselling services for non-council staff who volunteer to be emergency responders could be made available, particularly where the Council funds counselling services in the community.
- Service commissioners with responsibility for mental health services should work with NHS partners to develop local plans to provide specialist support for trauma and post-traumatic stress disorder.
- Work should be undertaken with local NHS services to develop future plans to ensure that access to medication can be quickly provided to those affected by emergencies, such as those in rest centres or emergency accommodation.
- The Council should investigate whether 24-hour pharmacies can provide support in an incident where people require prescriptions in a rest centre.

## **7. Donations Management**

### Recommendations for action

- A donation management protocol should be drawn up and agreed by the council in discussion with community partners to help manage all aspects of donation management. The plan should form part of the Council's emergency

management plan procedures. It should include a communications plan to ensure that, in the event of a future major incident, donors are well informed about the type of donations needed and where donations should be taken. The protocol should guide organisers on how to stack, store and allocate donations and engage volunteers and clarify to donors what will happen to their gift once received.

- Specific council staff should be nominated to be 'Donations Managers' in the event of any future incidents and briefed accordingly.

## **8. Training**

Action to be taken

- Further emergency responders training to be provided to more staff.
- Wider staff awareness training or guidance to be provided on H&Fs emergency management plan and procedures.
- There will be at least eight trained officers to cover each of the key roles of Duty Silver (currently 8 trained officers), Welfare Bronze (currently 8 trained officers) and Rest Centre Manager (currently 8 trained officers).

Recommendations for further action

- Training on emergency response to be provided to community responders, TRAs and residents.
- Crisis management training should be provided for directors, cabinet members, shadow cabinet members and ward councillors, on a prioritised basis.
- Media training should be provided for councillors.

## **9. Work with Communities, Local Agencies and Businesses**

Recommendations for action

- The proposals that came forward from the hackathon should be progressed – building up contact lists with details of possible roles and offers of available support from local organisations and businesses.
- Training should be provided for community outreach responders.
- A database of volunteers should be considered.
- Where displaced individuals are to be relocated in new communities, advance information and reassurance should be given to those within the host community.



- Service level agreements with funded organisations should be amended to allocate duties and responsibilities for assisting in an emergency.

## **10. Regional and National Implications**

### Recommendations for action

- An ask that new guidance is produced by national government, the LGA and London Councils on key areas of learning from the Grenfell fire.
- It is noted that an independent peer challenge of London's regional resilience procedures has been commissioned by London Councils, on behalf of London local government.

## APPENDIX 2

### Emergency Planning actions taken 2017/18

#### Governance

- The circulation of the Weekly Orders has been reviewed and expanded.
- The council's Emergency Plan has been updated to include:
  - Role of Members
  - Change of threat level
  - Updated responsibilities of Director roles
  - Reviewed and updated contacts
  - Reviewed and updated aide memoires
- The Service Resilience Group (SRG) terms of reference and membership has been refreshed.
- Services business continuity plans have been updated and tested and oversight improved.
- An annual Emergency Planning Report, has been prepared and will be presented to the Members (in addition to any other papers required during the year) covering:
  1. Emergency planning progress across the Council
  2. Overview of emergency staffing levels
  3. Overview of training and exercising programmes and up-take
- Twice yearly reporting to SLT assurance group has been introduced, in a dashboard format that reflects the responsibilities of each Department, their contribution to the Council's overall state of readiness and the work that is being done centrally.
- The Chief Executive has attended training events and participated in a structured exercise programme for London Golds provided by LAP
- Chief Executive has nominated five members of the strategic leadership team, to act as resilience to the Council Gold role, covering periods of absence from the borough or taking over a shift pattern, established in the event of an incident.
- The template meeting agendas for both response and recovery are reviewed to reflect more clearly the borough's commitment to supporting the emergency services and its resident community.
- The role of Members has been included in the briefing for new Members and Member training accompanied by policies and procedures to ensure Members are appropriately briefed during incidents in the borough.

- A Property Compliance Task Force, chaired by the Chief Executive, has been set up to ensure that H&F Council is meeting its full responsibilities as a landlord.
- Fire safety checks have been completed on all 71 H&F high-rise tower blocks (a tower block is a communal residential building with more than 6 storeys) and all blocks of five or less storeys
- Fire Safety Plus handbooks have been issued to H&F Council residents, setting out the H&F offer of free safety checks for all homes and free replacement appliances and plug adaptors.
- Specifications for works to install sprinklers in all high-rise blocks, where this would improve safety, have been drawn up.
- A residents' advisory group on fire safety is being set up to work with the Council on improvement plans.

### **Emergency Response Arrangements**

- Additional H&F rest centre equipment has been purchased and is stored at Bagley's Lane depot in Fulham. There are enough beds and bedding for 145 people with provisions for a further 80 stored nearby. Emergency planning equipment is also stored in the Courtyard Room storage cupboard in Hammersmith Town Hall.
- Tow bars have been added to new vehicles to ensure that they can transport trailers with bedding quickly to wherever they need to be – there had previously been only one vehicle with a tow bar.
- Additional lanyards and high visibility jackets have been purchased and will be worn by council emergency responders at an incident.
- Additional corporate credit cards have been issued to key individuals to ensure access to equipment and purchases in the event of an emergency. Credit limits have been increased to ensure we can cover necessary expenditure in an emergency.
- Concierge staff have been increased at the Edward Woods Estate and are now located in all three tower blocks of the estate.
- The housing repairs emergency response service has been reviewed and enhanced and a new emergency response policy put in place.
- An enhanced counselling service has been put in place for H&F staff.

## **Gold, Silver, Bronze**

- All members of Strategic Leadership Team (SLT) nominated to deputise as Gold in absence of Chief Executive and have been provided training.
- Silver rota has been refreshed with 8 officers now trained and on the rota to cover emergency response 24 hours, 365 days a year.
- Bronze rotas, Welfare and Rest Centre refreshed with 8 officers on each rota trained to cover emergency response 24 hours, 365 days a year.

## **Communications**

- Updated media messages have been prepared for publication in case of emergencies to be added to Council website as required.
- Staff emergency line updated and reminders sent to all staff that the line will be used to provide information in emergencies or service disruption.
- Departmental single points of contact identified for communications in an emergency.

## **Business Continuity**

- Review and refresh of Service Resilience Group with Directors taking a core role.
- Business Continuity Plan reviewed and updated.
- All services P1-P4 reviewed with a service continuity plan. Previously only P1 and P2 services had plans.
- Business Continuity “Moving On” presentation to SLT.
- “Re-Forming the Road to Resilience” presentation to obtain Directors commitment for programme of BC work
- Drop in sessions to discuss all matters regarding Business Continuity and building Resilience for all BC Champions.
- Business Continuity workshops for Client Management and Housing. Property Services and Children’s Services.

## **Training & Exercising**

- Strategic Leadership Team emergency planning training and briefing session held in December 2017. Further training session with SLT in February 2018.

- Participated in Exercise Safer City March 2018. A London wide exercise to test communication and collaboration with London Local Authority Gold and London Local Authority Command Centre.
- Rest Centre Officer training – 15 new officers trained
- CHS training on Council responsibilities and command and control
- Borough Emergency Control Centre officer training – 7 new officers trained
- Housing training on Council responsibilities and command and control
- Briefing for Leader and Deputy Leader

### **Building Resilient Communities**

- A hackathon event, 'Stronger Together: Building Community Resilience', has been held with representatives of local businesses, local agencies and community groups. (A hackathon is an event with focussed sessions that brings stakeholders together to discuss complex problems and come up with possible solutions.)
- Emergency Response internet site launched to provide community organisations and businesses information on emergency planning and business continuity.

## **Emergency Services Workplan 2018/2019**

### **INTRODUCTION**

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 are able to 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.

H&F's Strategic Priorities for any emergency are to:

- provide support to incident responding agencies as required
- support the vulnerable
- maintain continuity of council service provision
- To provide assistance and information to Hammersmith and Fulham's businesses and communities
- provide community leadership
- and assist the return to normality'

H&F's Strategic Priorities for recovery from an emergency are to:

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

<b>GOVERNANCE</b>					
	<b>Action</b>	<b>Action that can be taken to improve and/or resolve the issue</b>	<b>By whom</b>	<b>By when</b>	<b>RAG</b>
1	An annual Emergency Planning Report, is presented to the Cabinet	Report presented to Cabinet 4 <sup>th</sup> June 2018	Head of Emergency Services	June 2018	Green
2	Twice yearly reporting to SLT	Dashboard of Emergency Planning and Business Continuity updates, training, exercises and incidents to be presented to SLT Assurance twice a year.	Head of Emergency Services	April and October 2018	Green
<b>EMERGENCY RESPONSE ARRANGEMENTS</b>					
3	Plans and documents to be moved into SharePoint Emergency Planning & Business Continuity site with access provided to response staff and others as required	<p>SharePoint site to be updated with all plans and documents relating to Emergency Planning and Business Continuity</p> <p>Site to be shared with emergency responders and other officers as required.</p> <p>Site to be maintained and updated throughout the year</p>	Emergency Planning Manager/Officer	May 2018	Amber
4	Contacts are reviewed twice yearly and when changes in staffing occur.	Liaison between Emergency Planning Team and Chief Executive's Office to identify changes in staff and update plan	Emergency Planning Manager and Chief Executive's Office	April and October 2018	Green

5	The Council takes full part in the standardisation project led by London Resilience	Attend standardisation workshops held by London Resilience  Implement changes to the relevant plans and guidance documents as standards are agreed by Local Authority Panel	Emergency Planning Manager/Officer	April 2018  Ongoing	Green  Amber
	<b>Action</b>	<b>Action that can be taken to improve and/or resolve the issue</b>	<b>By whom</b>	<b>By when</b>	<b>RAG</b>
6	Borough Emergency Control Centre location to be reviewed and space identified within the Hammersmith Town Hall refurbishment	Review of current BECC in room 317 to be reviewed. Space identified in town hall as an alternative location and equipment provided to run a BECC during an emergency response	Emergency Planning Manager and Corporate Property	June 2018	Amber
7	All departments to consider rotas of staff to be able to respond to incidents.	Department management teams to identify suitable staff to form a call out rota (where they do not already exist) to respond to emergency incidents	Directors	June 2018	Amber



<b>BUSINESS CONTINUITY</b>					
8	Procurement of Business Continuity software, which will allow a full business impact assessment and mass messaging of staff	<p>Procurement exercise and tender for applicable software to be completed.</p> <p>Update of continuity plans into system across the Council.</p> <p>Training provided to key users who will maintain continuity reports</p>	<p>Business Continuity Manager and IT</p> <p>Business Continuity Manager and BC Department Champions</p> <p>Business Continuity Manager and Supplier</p>	September 2018	Amber
9	Sample and review continuity plans	Dip samples of continuity plans to be reviewed and tested throughout the year. Either via live response or table top exercises	Business Continuity Manager and departmental leads	March 2019	Amber
10	Review our critical supplier service continuity plans	Review of service continuity plans specifically on critical suppliers and plans in place for failure of a supplier and the supplier's own plans	Business Continuity Manager and contract managers	March 2019	Amber
11	Review Business Continuity Strategy	Corporate Business Continuity Strategy to be reviewed in line with reviewed plans and risks	Business Continuity Manager	December 2018	Amber

<b>TRAINING AND EXERCISING</b>					
12	Conduct a Mass Fatalities exercise to test Coroner, Mortuary and liaison with agencies including Heathrow	Live Mass Fatalities exercise at Heathrow airport. Mass Fatalities Group activated as part of exercise with Senior Coroner as chair.	Emergency Planning/Coroner/Mortuary	May 2018	Green
13	Carry out a Disaster Mortuary Exercise	Exercise with UKDVI to train new officers in disaster victim identification and test disaster mortuary set up	Emergency Planning/Mortuary	May 2018	Green
14	Carry out a Community Resilience Exercise	Conduct a Community Resilience exercise with voluntary organisations and business to increase liaison between Council and organisations in emergency response.	Emergency Planning Manager/Officer	July 2018	Green
15	Train more Loggists	Loggist training for increased pool of staff across the Council capable of acting as a loggist in an emergency response	Head of Emergency Services/Emergency Planning Manager	First tranche May  Sessions ongoing throughout year	Green
16	Carry out a Surface Flooding exercise	Exercise with partner agencies to test surface flooding plan	Emergency Planning Manager/Officer	September 2018	Amber

17	Ensure Members understand their role in responding to emergencies	Members induction following elections  Deliver a specific emergency planning session for members	Head of Emergency Services  Head of Emergency Services	June 2018  July 2018	Amber
<b>RESILIENT COMMUNITIES</b>					
18	Conduct a skills audit of community organisations and businesses	Skills audit of community organisations and businesses in borough to identify what could be provided in an emergency.  Liaison with organisations to identify their skills, personnel and equipment that could be utilised in an emergency,  Formalise agreements with organisations as to who, how, when and where they can be used in emergency response	Emergency Planning Officer	June 2018  June 2018  September 2018	Amber
19	Carry out a Community Resilience Exercise and training session	Conduct a Community Resilience exercise with voluntary organisations and business to increase liaison between Council and organisations in emergency response.	Emergency Planning Team	July 2018	Green