

## Appendix 2 Resilience Standards for London Self-Assessment (Completed January 2024)

### 1. SUMMARY

<b><u>RSL1 Risk Assessment</u></b>	<b>ESTABLISHED (GREEN)</b>
The council has a robust and collectively understood assessment of the most significant risks to the local area, based on how likely they are to happen and what their impacts might be.	
<b><u>RSL2 Political Leadership</u></b>	<b>ESTABLISHED (GREEN)</b>
A council that operates with effective political governance which enables the organisation to meet their duties under the Civil Contingencies Act, and to achieve local resilience objectives.	
<b><u>RSL3 Managerial Leadership</u></b>	<b>ESTABLISHED (GREEN)</b>
A council that operates with managerial leadership that drives the emergency planning and resilience agenda across the organisation.	
<b><u>RSL4 Organisational Engagement</u></b>	<b>ESTABLISHED (GREEN)</b>
The council has a positive culture towards Emergency Planning and resilience which is embedded and seen as 'everyone's business'. Capacity and resilience are developed across the organisation ensuring the responsibility of plans and decision making is at the appropriate level, building experience and knowledge across the organisation.	
<b><u>RSL5 Capabilities, Plans &amp; Procedures</u></b>	<b>ESTABLISHED (GREEN)</b>
The council has risk-based emergency plans which are easy to use, underpin an agreed, clearly understood, and exercised set of arrangements to reduce, control or mitigate the effect of emergencies in both the response and recovery phases.	
<b><u>RSL6 Resources, Roles &amp; Responsibilities</u></b>	<b>ESTABLISHED (GREEN)</b>
The council has sufficient resources in place to support emergency planning and organisational resilience arrangements and can scale up staff resources, not only to support the response and recovery, but also to maintain the delivery of business-critical services.	
<b><u>RSL6a Quantitative Data</u></b>	<b>ESTABLISHED (GREEN)</b>
The council has access to sufficient resources with the appropriate experience, skills and knowledge to support emergency planning and organisational resilience arrangements and can scale up staff resources to support the response and recovery.	
<b><u>RSL7 Partnerships</u></b>	<b>ESTABLISHED (GREEN)</b>
The council demonstrates a high level of partnership working and interoperability between itself and all emergency responder and supporting organisations, to ensure an inclusive, collaborative approach to Integrated Emergency Management.	

<b><u>RSL8 Training, Exercising &amp; Evaluation</u></b>	<b>ESTABLISHED (GREEN)</b>
Members and officers across the organisation are competent to fulfil their roles in emergency preparedness, response and recovery.	
<b><u>RSL9 Business Continuity</u></b>	<b>DEVELOPING (AMBER)</b>
The council can demonstrate a high level of resilience in their priority functions and emergency response and recovery capabilities.	
<b><u>RSL10 Community Resilience</u></b>	<b>DEVELOPING (AMBER)</b>
The council has a strategic and coordinated approach to activity that enables individuals, businesses, community networks and voluntary organisations to behave in a resilient way and act to support other members of the public.	
<b><u>RSL11 Recovery Management</u></b>	<b>DEVELOPING (AMBER)</b>
The council has robust, embedded and flexible recovery management arrangements in place to support the rebuilding, restoring and rehabilitation of the community following an emergency.	

## 2. DETAIL

Standard 1: RISK ASSESSMENT	ESTABLISHED (GREEN)
<p><u>Desired Outcome:</u> The council has a robust and collectively understood assessment of the most significant risks to the local area, based on how likely they are to happen and what their impacts might be. This information is used to inform a range of risk management decisions, including the development of proportionate emergency plans and preparations.</p> <p><u>Suggested indicators of good practice:</u></p> <ol style="list-style-type: none"><li>a. Undertake a local risk assessment, with reference to the National Risk Assessment, at least as regularly as new national assessments (every two years) or when associated guidance is issued.</li><li>b. There is an up to date risk register that fully reflects the council's foreseeable risks. It is sufficiently detailed and comprehensive, written in plain English and understandable to the general public. It is readily available to the public.</li><li>c. The risk register contains specific local risks that may only require a response from the council or partners within the borough. It is not just a copy of the London risk register but should have regard to it.</li><li>d. Consider the common consequences of identified risks (for example mass casualties, people requiring evacuation or shelter, loss of an essential service, environment and the economy) to inform generic and flexible emergency plans.</li><li>e. The council is conducting active horizon scanning for new risks and is regularly updating its risk register accordingly.</li><li>f. The diverse nature of the community is understood, the council consults and engages with the community as part of its approach to community risk.</li><li>g. Processes are in place to update risk assessments following any major event or exercise to consider lessons learned about the impacts of that event.</li><li>h. The risk assessment considers the impact on local people, visitors and businesses.</li></ol> <p><u>Suggested indicators of leading practice:</u></p> <ol style="list-style-type: none"><li>i. The council, with partners on the Borough Resilience Forum, are working together to deliver against the National Resilience Standards produced by the Cabinet Office for Local Resilience Forums</li><li>j. Risk assessment information is shared with neighbouring authorities with similar risk profiles in order to collectively improve understanding of risk impacts.</li><li>k. Captures information about the impact of simultaneous events and the effect on the local area.</li></ol> <p>A risk assessment for major incidents considers the impact on mental health to adults, children and young people, families and council responders.</p>	

Position Statement
<p>The Council, on behalf of the Borough Resilience Forum (BRF) and its members, produce a local borough risk register (see <a href="#">2023 version</a>) based on the outcomes from the London Risk Register and the National Security Risk Assessment. There is a corporate, internally produced, Council risk register.</p>

The local borough risk register contains risks which are specific to RBKC such as the Grenfell Tower site. It does consider the common consequences of hazards and risks such as mass casualties, evacuation and re-housing and closure of essential services. The Council reviews its internal corporate risk register on a bi-monthly basis. The borough risk register is updated annually around March.

The team has a role of Resilience Advisor (community engagement) whose specific remit is to engage residents, VCS and faith groups on emergency planning. The role is working closely with the teams overseeing community engagement, VCS and corporate strategy.

The Council's lead Director for risk management is also a key member of our Contingency Planning Assurance Group (CPAG) and a Gold commander. Lessons learnt and incident debriefs from major incidents and events are discussed and agreed at CPAG. The process has been adjusted so that learning from major incidents and events are forwarded to the risk management team.

In 2023, the Council's Executive Management Team (EMT) Risk and Control Board, chaired by the Chief Executive and attended by Executive Directors, dedicated the whole meeting to perform an in depth review and a discussion of Council's resilience arrangements.

### **Areas of Focus and Improvement**

The Council has identified two key areas of focus for continuous improvement: increased frequency of risk reporting and proactive horizon scanning. To address the first area, the Council will continue to ensure that all major incidents and events are reported up the chain of command in a timely manner. This allows for better communication and decision making regarding potential risks.

To address the second area, the Council will embed proactive horizon scanning into the various departments. This will involve looking ahead to identify potential risks and taking proactive measures to mitigate them before they occur.

In addition to these two areas of focus, the Council will also make changes to its risk management process. The risk register will be made more widely available to the public, with an emphasis on transparency and accountability. The Council will also place more emphasis on learning from past incidents and events to improve risk management in the future.

Overall, the Council's efforts will be aimed at strengthening our existing approach to risk management from an emergency preparedness perspective so it continues to be proactive, responsive and transparent. This will ensure that the Council is better prepared to deal with unexpected events and minimize the impact of any risks that do occur.

### **Evidence and Resources**

- *Kensington and Chelsea Borough Risk Register*
- *Kensington and Chelsea Borough Risk Forum Terms of Reference and minutes*
- *Risk sub-group of KCBRF minutes*
- *Corporate Risk Register*
- *Risk and Control Board*
- *CPAG Terms of Reference, agenda, and minutes*

**Standard 2: GOVERNANCE ARRANGEMENTS- POLITICAL LEADERSHIP**

**ESTABLISHED (GREEN)**

Desired Outcome:

A council that operates with effective political governance which enables the organisation to meet their duties under the Civil Contingencies Act, and to achieve local resilience objectives.

Suggested indicators of good practice:

- Define roles and responsibilities for political leaders and ward Councillors, which is supported through induction, training and development and exercises.
- Make key policy decisions and consider recommendations from senior officers prior to, during or following a civil emergency.
- Discuss with the Chief Executive and senior officers the main risks to communities so key actions can be promoted and supported, which will increase resilience.
- The council has appropriate arrangements in place to enable political scrutiny of emergency planning and resilience arrangements.
- Elected Members assure themselves that the council has the staff resources, to not only support the response and recovery, but also maintain the delivery of front-line services.
- Arrangements are in place for scaling up staff resources including mutual aid arrangements.
- Support the work of the Borough Resilience Forum (BRF) in planning for emergencies and helping them to be aware of the particular needs of discrete groups and issues within communities.
- Seek assurance that the council not only has developed sufficient plans in conjunction with partners on the BRF, but also tests those plans and trains personnel by participating in regular exercises.
- Elected Members are assured that lessons from incidents and exercises are identified, addressed and shared with appropriate partners and the community.
- Councillors, including ward councillors, are encouraged to participate in training and exercises so they are prepared to respond to an emergency and get involved in the recovery from it.
- Explore with the Chief Executive and senior officers whether contracts with suppliers include clear provisions requiring comprehensive plans for continuing service provision in the event of a civil emergency and for assisting with the response to and recovery from an emergency as appropriate.
- Elected Members identify and feedback problems and vulnerabilities in their community that may require priority attention to the relevant service or group, e.g., Recovery Coordinating Group.

Suggested indicators of leading practice:

- m. A policy framework has been developed and published, signed off by the Leader or directly elected Mayor, Portfolio Holder and Chief Executive setting out the council's statutory duties, responsibilities and expectations for the public in the event of a civil emergency.
- n. Engage with Government departments, agencies and other authorities to shape national policy development and other initiatives that build more resilient communities.
- o. The council is conducting active horizon scanning for new risks and working with the BRF to regularly update the risk register.
- p. Arrangements have been made to enable close working with other local authorities in the event of an emergency (e.g., information sharing, shared communications plan, joint spokespeople, pooling resources, etc.).

### **Position Statement**

All Elected Members have received a one-sided summary of out-of-hours phone numbers for the various on-call teams in the Council – this has been circulated several times to ensure visibility.

Policy decisions are taken in line with the Council's constitution and governance processes and procedures. The Council has a Governance team that ensures good governance of the organisation's key decision-making. Gold and Silver level officer decisions before, during, and after an emergency are taken in line with the Council's Major Incident Response Plan.

Key risks to the borough and its communities and partners are considered and discussed in several ways. The corporate Director for risk is responsible for ensuring risk management stays high on the agenda, particularly at the Leadership Team and Executive Management Team level. The corporate risk register is reviewed on a bi-monthly basis and reported to various governance boards such as the Audit and Transparency Committee which is a dedicated Elected Member board that considers risk management and assurance issues. Additionally, there is a bi-monthly themed meeting of the Executive Management Team (Risk and Control Board) that focuses on risk.

The Leader is provided with regular resilience briefings. The 2023 Annual Resilience report, along with a summary of the Resilience Standards for London self-assessment, is scheduled for a Leadership Team meeting in March 2024. The report will be in the public domain and any feedback and suggestions will be added into the action plan resulting from the self-assessment. In the previous year, community representatives gave feedback on the 2022 report in the Leadership Team meeting itself.

The Council's approach to mutual aid is detailed in page 22 of the RBKC Major Incident Response Plan and London level guidance document.

The Council organises and chairs (on a rotational basis) the Borough Resilience Forum, which meets quarterly. In 2023, the group's terms of reference and membership was refreshed, and a new work program was developed. In March 2023, the group's annual

risk register was updated. In 2024, the Council intends to design and deliver a terrorism-related exercise involving the Police and other key partners.

All lessons from relevant incidents are now reported to the quarterly Contingency Planning Assurance Group, which is chaired by the Chief Executive. The incident management system has been updated so that it tracks all lessons from incidents and reports this as part of a performance dashboard. Key lessons are also reported in summary form to the Leader (as Lead Member for Resilience) and the Leadership Team.

Elected Members are involved throughout an incident or emergency, including within the recovery phase, as outlined in the Major Incident Response Plan, recovery plan and within the role descriptions for Gold and Silver commanders. The corporate communications team also has plans and processes in place to engage with Elected Members during emergencies, in addition to their other external communication activity. In addition to formal channels such as emails and face-to-face and virtual meetings, there is a dedicated WhatsApp group for the Leadership Team and relevant officers, and a separate WhatsApp group for all Elected Members. All incidents are reported on those WhatsApp groups often within minutes of the incident being reported. Both WhatsApp groups allow for 2-way real-time situational updates.

The policy framework by which the Council sets out its duties, responsibilities and expectations are established in the Major Incident Response Plan. The plan is updated quarterly and reported to the quarterly Contingency Planning Assurance Group which is chaired by the Chief Executive.

As mentioned above, the Council works with the K&C Borough Resilience Forum to horizon scan new risks for addition to the annual risk register. RBKC is part of the West London resilience cluster of local authorities and coordinates the group. The RBKC Resilience Head of Service is also the West London Resilience representative at pan-London level and works with pan-London resilience structures. The Kensington & Chelsea Resilience team has strong links with resilience teams in that sub region through attendance at sub regional exercises and training events. Due to previous tri-borough working, we have especially strong links with the Resilience teams of Westminster and Hammersmith & Fulham. An example of this close working is that we share K&C's weekly emergency rota with these two London boroughs and vice versa

### **Areas of Focus and Improvement**

The Council will continue to support and coordinate Borough Resilience Forum so that it becomes a regional exemplar through continued multi-agency exercising, training and coordination. We will progress work on reviewing contracts with suppliers to ensure that they include provisions for continuing service provision and assistance during an emergency.

The Council intends to design and deliver a terrorism-related exercise involving the Police and other key partners. This exercise will be an important step in testing the readiness of the Borough and its partners to respond to a potential terrorist incident.

### Evidence and Resources

- *Training Recording*
- *Risk and control board forward plan*
- *The briefing report to JLT*
- *Lesson Tracker*
- *Major Incident Response Plan*

### Standard 3: MANAGERIAL LEADERSHIP

### ESTABLISHED (GREEN)

A council that operates with managerial leadership that drives the emergency planning and resilience agenda across the organisation. The organisation meets their duties under the Civil Contingencies Act and achieves local resilience objectives.

#### Suggested indicators of good practice:

- a. Chief Executives and senior managers support Members in their emergency planning and resilience role and through all phases of a civil emergency. This support includes the ability to communicate with the public and media.
- b. Organisational resilience and emergency planning are driven from the corporate team, owned across the organisation and fully embedded in service areas.
- c. An emergency planning and resilience function that is appropriately funded through an agreed staffing model, which enables it to support the strategy, work programme and wider organisation.
- d. An agreed and resourced training programme for the managerial leadership across the organisation to support emergency planning and resilience objectives.
- e. Inclusive, flexible and effective engagement at appropriate levels with Category 1 responder organisations, the business and voluntary sectors, neighbouring authorities and other stakeholders whose support and participation are necessary to achieve the organisation's objectives.
- f. The ability to authorise, activate and verify the support available through the London Local Authority Gold arrangements and mutual aid protocol.
- g. A clearly defined process to determine the required levels of security clearance to enable information sharing in preparedness, response and recovery.
- h. Arrangements for sharing and reviewing the activities which may be recognised as good or leading practice.
- i. Arrangements to proactively, and in a timely manner, identify, implement and share lessons following major incidents and exercises with the wider resilience community.

#### Suggested indicators of leading practice:

- j. Proactive engagement across council, regional and national boundaries as appropriate, to plan jointly for emergencies, share relevant information, train and exercise, hold joint development workshops and develop mutual aid arrangements.
- k. Continuously improve, through commissioning peer reviews or other means of independent validation of capabilities and emergency readiness.



- i. Extend the leadership focus and influence beyond the usual partnership boundaries to engage with related agendas, which may include security, safety, sustainability, social cohesion, and engagement within wider national and international resilience initiatives.

### **Position Statement**

The Council's Major Incident Response Plan outlines the role and support for Elected Members by the Executive Management Team and Gold and Silver commanders. This has reinforced through in-house training sessions for Gold and Silver officers. The corporate communications team also played a crucial role in communicating with residents and the media, as outlined in the Major Incident Response Plan and reinforced through training and briefings.

The Resilience team was strengthened with staff changes which continues to sit under the Strategic Head of Policy, Performance & Resilience who reports directly to the Executive Director for Environment & Neighbourhoods, who in turn reports to the Chief Executive. The Resilience Team reports to the Contingency Planning Assurance Group, which is chaired by the Chief Executive and attended by Directors from all directorates. The corporate Resilience team has 6 full-time equivalent staff, including the Head of Service for Resilience, and is supported by the 200-strong Resilience Network which meets twice a year

In 2023, staff on the emergency on-call rota were trained including Directorate and department-based Service Link Officers as per the 3 year training schedule.

The Council continues to operate its Identification of Vulnerable Persons data plan, aligning it with the Council's corporate information sharing and security framework. The Council coordinates the K&C Borough Resilience Forum, which consists of local Cat 1 responders, and engages with neighbouring Councils, local partners, and VCS organisations through the West London SRRPB and London Resilience Group.

### **Areas of Focus and Improvement**

The Council is also planning to review its approach to analysing hazards, risks, and vulnerability from the perspective of demography, industry & commercial, geography, the environment, and key buildings, sites, and interests. This will help the Council to better understand the potential risks and vulnerabilities faced by the Borough and to develop plans to mitigate them.

The Council recognizes the growing linkages between the need for increasing preparedness and security, climate change and social cohesion. To address this, the Council will consider the intersection of these issues in its emergency management planning.

The Council intends to amend the Vulnerable Persons plan and process to ensure its multi-agency approach is robust in its delivery. This will ensure that the specific needs of vulnerable groups are considered in the Borough's emergency management plans.

## Evidence and Resources

- *Management structure*
- *CPAG TOR*
- *Identification of Vulnerable Persons During Emergency Plan*

## Standard 4: CULTURE- ORGANISATIONAL ENGAGEMENT

**ESTABLISHED  
(GREEN)**

### Desired Outcome:

The council has a positive culture towards Emergency Planning and resilience which is embedded and seen as 'everyone's business'. Capacity and resilience are developed across the organisation ensuring the responsibility of plans and decision making is at the appropriate level, building experience and knowledge across the organisation.

### Suggested indicators of good practice:

- a. Strategic and operational responsibilities support the council to become more resilient.
- b. The organisational culture is sufficiently open and transparent to allow critical risks that are recognised at low level to be escalated appropriately and that senior leaders and managers pass relevant information down to the appropriate level in a timely manner.  
Emergency Planning and Resilience is promoted across the organisation and is seen as everyone's business.
- c. Those who are responsible for delivering greater organisational resilience are empowered to work across organisational boundaries and are able to speak to top management easily.
- d. Directors and Heads of Service take ownership of their own business continuity plans and understand their role in preparing for, responding to and recovering from a civil emergency. This approach complements and supports the core role of the emergency planning team.
- e. Staff are involved in emergency response roles from across the organisation and there is regular and effective internal staff communications.
- f. There is active engagement in local, sub-regional and regional Emergency Planning activities (e.g., Borough Resilience Forum, Sub-Regional Group and LAP, CELC and Leader's Committee)
- g. The same priority is given to 'recovery' as the 'preparedness' and 'response' phases of an emergency.
- h. Commissioning of public services include a requirement that organisations tendering for contracts meet the council's resilience requirements and that providers share information and data on the impact of disruptions such as severe weather or industrial action.
- i. Projects, contracts, initiatives and other organisational changes and developments always account for resilience to ensure that these enhance and do

not weaken capability.

- j. Communications teams should have a role at the heart of emergency planning and resilience.
- k. Teams actively build strong networks across their own organisation, with other authorities' teams and with outside organisations such as other Category 1 responders as well as community groups.
- l. Core teams, including the Communications team are involved in training and exercising, particularly where elected Members are involved.
- m. Continuously improve through sub-regional challenge sessions, commissioning peer reviews or other means of independent validation of capabilities and emergency readiness.

Suggested indicators of leading practice:

- n. There is a positive HR culture for resilience, including consideration for succession planning.
- o. Emergency Planning and Business Continuity Planning requirements, which are proportionate and role- appropriate, are contained within job descriptions, individual appraisals. Job descriptions include the expectations that, where available, staff will support the council and their community during times of emergency outside normal working hours.
- p. Communications teams, as well as those engaged in mutual aid arrangements, support each other during a multi-borough event through pooling or sharing resources.
- q. Focus and influence beyond its usual partnership boundaries to engage with related agendas, which may include security, safety, sustainability, social cohesion, and engagement within wider national and international resilience initiatives.
- r. Engage the community through public discussions at council committees on the council's capabilities and performance. Publish peer review reports and action plans to support continuous improvement.

### **Position Statement**

Resilience requirements are now integrated into all Directors Assurance Statements across the Council, is a key objective in the latest version of the Council Plan and features in several corporate strategies and documents. There is a 24/7 emergency staff in which the response team is led by a Gold and Silver commander. Situational awareness and risks are reported through the usual line management structures and through various communication channels such as daily and weekly all-staff emails and messaging through Microsoft Teams. RBKC's corporate People Strategy, regular all-staff briefing sessions by the Chief Executive and Executive Management team and the significant focus on the annual results of 'Our Voice' (all staff) survey have all helped to create an open culture where issues and risks are reported up the organisation in a timely manner.

The Resilience Network (est 2022) hosted webinars with leading academics and partners within the resilience field. The network consists of all staff critical to emergency preparedness in RBKC, including Council Golds and Silvers. A requirement to be part

of the emergency response, out of hours, has been added to several job descriptions Directors and Heads of Service as they've come up for review (as job descriptions are updated). The head of service for Resilience reports directly to the Executive Director for Environment & Neighbourhoods and is also able to contact the Chief Executive directly as and when required. The head of service also briefs the Leader on a quarterly basis.

Business continuity plans are held on a specialist software, Riskconnect. Every business continuity plan in the Council has an assigned owner who is usually a Head of Service and/or Director. Business continuity (Riskconnect) training is offered to all staff. Heads of Service are required to undertake annual reviews of their business continuity plans. Directors are active in their business continuity roles and engage with the Resilience Team to request assistance in facilitating departmental team exercises and Riskconnect training for their staff.

The 24/7 staff emergency rota draws staff from across the Council. There is a 'Service Link Officer' from each Directorate on call 24/7 365 days a year. At any one time, there are approx. 30 people on call.

Recovery is a key plan, sitting alongside the MIRP and wider resilience arrangements, as demonstrated by the response to the flooding in 2021 and the development of the new recovery strategy and policy in response to the 2017 Grenfell Tower tragedy.

In 2023, The council continued to strengthen its resilience efforts by raising awareness and increasing engagement on emergency preparedness through a range of initiatives, including involving a wider range of managers in the emergency rota, and incorporating resilience into various corporate strategies and documents. The communications team plays a critical role in all aspects of resilience, and is involved in meetings, events and exercises, with a dedicated 24/7 phone number listed for quick response in case of emergencies.

The council also participates in a pan-London communications group and protocol. The annual resilience report is externally published by featuring on the Leadership Team agenda.

### **Areas of Focus and Improvement**

The Council will continue to improve its emergency preparedness in 2024. One area of focus will be to work closely with local, sub-regional and regional Resilience structures. Additionally, the Council will ensure that the commissioning of public services includes a requirement that organisations tendering for contracts meet the council's resilience requirements, and that providers share information and data on the impact of disruptions such as severe weather or industrial action.

To achieve this, the Council plans to develop criteria for resilience in projects, contracts, initiatives, and other organisational changes and developments to ensure that these enhance and do not weaken capability. The Council also recognises the need for more succession planning across the organisation to ensure continuity of services in times of crisis.

## Evidence and Resources

- *Director assurance statement template*
- *Strategic business plan*
- *Adjusted job description example/minutes of EMT where decision was made*
- *Blank MICOR Template*

## Standard 5: CAPABILITIES, PLANS AND PROCEDURES

**ESTABLISHED  
(GREEN)**

### Desired Outcome:

The council has risk-based emergency plans which are easy to use, underpin an agreed, clearly understood, and exercised set of arrangements to reduce, control or mitigate the effect of emergencies in both the response and recovery phases.

### Suggested indicators of good practice:

- a. Plans for risk-based, and supporting capabilities reflect the identified risks as prioritised within the local community risk register and the London risk register as appropriate.
- b. The council's emergency plan is approved at an executive level and integrated across the wider organisational structure.
- c. The council has documented the capabilities set out on Resilience Direct in a plan/procedure and staff trained to deliver the capability. The plan/capability has been validated in an exercise in the last 3 years.
- d. Plans deal with the consequences of a civil emergency, the capability to respond to unseen events and the ability to adapt when the established plan does not fit what is being experienced.
- e. Plans clearly identify, or direct to procedures to identify, vulnerable individuals, groups or businesses that may be at particular risk.
- f. Plans are developed in collaboration with key stakeholders, using expertise from across the council and other partners as required.
- g. The council provides sufficient resources to support the response to, and recovery from, emergencies across the range of relevant planning assumptions.
- h. Plans enable the council to anticipate rising tide emergencies and take preventative or pre-emptive actions as required.
- i. Plans include, or can be linked to, an escalation process for engaging wider involvement, including mutual aid, national capabilities, the voluntary sector, and spontaneous volunteers (council staff).
- j. Plans which have a clear activation and notification process and include an agreed process for de-activation and closedown of response and recovery activity.
- k. Plans have clear and agreed arrangements for communication with all stakeholders and the public across the full range of media.
- l. Protocols for the establishment, at an early stage in the emergency response, of key work stream and recovery coordinating groups, with guidance for leaders and practitioners on managing the transition through response to recovery.
- m. Plans define post-event procedures, include a formal debrief process, the identification of lessons and use Local Authorities Learning and Implementation Protocol to record and share both lessons identified and leading practice.

Suggested indicators of leading practice:

- n. Share plans and procedures and consult with neighbouring local authorities, in order to share good practice, enhance cross-border awareness and interoperability of response and recovery arrangements.
- o. Procedures are in place for the coordination and support of spontaneous volunteers (citizens).
- p. Plans consider the needs of the community in extended periods of response and recovery, with a clear understanding of how those needs might evolve and will continue to be met.
- q. Plans that follow a common template. They show good use of action cards, diagrammatic instructions, detachable annexes and directories. They “signpost” the responder, rather than serving as an all-inclusive or stand-alone resource and connect to a wider set of complementary resources.
- r. Emergency plans for major incidents should incorporate comprehensive contingencies for the provision of mental health support to adults, children and young people, families and responders.

**Position Statement**

The Council has a range of emergency plans in place to deal with common and specific hazards. These plans account for the information in the Borough's risk register and other unique factors. The plans are reviewed and updated regularly by the Council's emergency management team and involve input from various departments and services. However, there are some areas where plans and capabilities are not fully developed, such as drought and water supply.

The Council's Major Incident Response Plan, which deals with various emergency scenarios, including the identification and support of vulnerable people. The plan includes clear activation and notification processes, as well as protocols for establishing key workstream and recovery coordinating groups. It also includes guidance for leaders and practitioners on managing the transition from response to recovery. The plan defines post-event procedures and includes a formal debrief process for identifying lessons and uses the Local Authorities Learning and Implementation Protocol to record and share both lessons identified and leading practice.

The plan works alongside the Recovery Plan to consider the needs of the community in extended periods of response and recovery, with a clear understanding of how those needs might evolve and will continue to be met. Emergency plans are created in a collaborative and consultative way, and recent examples include the Housing Needs emergency plan and the resident evacuation plan. The Council also operates a 24/7 incident response team, made up of over 30 staff from various roles and specialisms. They also have a dedicated Resilience Coordinator to manage the team.

The Major Incident Response Plan also includes sections on responding to rising tide emergencies and supporting evacuees. Communication planning is also a key aspect of the council's emergency planning, and the Council works closely with pan-London structures and other boroughs to ensure effective communication during emergencies.

The Council support organisations that manage donations and recruit volunteers from the community. In 2023, the Resilience team wrote to RBKC staff who live in the borough to ask if they would be willing to help during emergencies. The Council recognizes that there are areas where they would like to improve and explore further, such as training and training events with other boroughs.

### Areas of Focus and Improvement

The Council plans to:

- Develop missing capabilities and review existing ones where required, Assess all capabilities against implementation checklists where available.
- Review and test plans for their ability to adapt to unseen events, ensure that the plans include procedures for modifying the plan as necessary during an emergency.
- Focus on and develop further plans that follow a common template, show good use of action cards, diagrammatic instructions, detachable annexes and directories. They "signpost" the responder, rather than serving as an all-inclusive or stand-alone resource and connect to a wider set of complementary resources this is starting with the Major Incident Response Plan currently under review.
- Share plans and procedures and consult with neighbouring local authorities, to share good practice, enhance cross-border awareness and interoperability of response and recovery arrangements.

### Evidence and Resources

- *Major Incident Response Plan*
- *Annexes to the CMP (22)*
- *Kensington and Chelsea Critical Service List*
- *Community Risk Register*

## Standard 6: RESOURCES, ROLES AND RESPONSIBILITIES

**ESTABLISHED  
(GREEN)**

### Desired Outcome:

The council has sufficient resources in place to support emergency planning and organisational resilience arrangements and has the ability to scale up staff resources, not only to support the response and recovery, but also to maintain the delivery of business-critical services.

### Suggested indicators of good practice:

- a. Gold and silver levels are able to set, monitor and amend a working strategy (Gold) and tactical plan (Silver) for the emergency response.
- b. Gold and Silver levels can make and record decisions in a consistent manner within a defined and documented decision-making process, such as the JESIP joint decision-making model.
- c. Decisions, which are reasoned, lawful and justifiable, are recorded in writing and are clear, intelligible and accurate.
- d. Directors and Heads of Service understand their role in preparing for, responding to and recovering from a civil emergency and take ownership of their own

business continuity plans including their review and validation.

- e. A nominated Director is a member of the local authority sub-regional group to achieve greater accountability across local authorities and support improved engagement from fellow senior managers in their own council.
- f. The role of the sub- regional group includes coordinating multi-borough exercises, scrutiny and challenge of self-assessments and peer reports, providing assurance of performance within the sub- region, identifying and sharing lessons learned and discharging improvement plans.
- g. The appropriate resources, including staff, have been targeted and distributed across the organisation to meet identified priorities and reduce risks.
- h. Resources, including staff with the appropriate skills and competency, are sustainable through the emergency response and recovery phases to ensure risk can continue to be targeted.
- i. The council is able to maintain a sufficient number of staff for core emergency response roles to respond for 48 hours (as set out in Resilience Standard for London 6a). These staff are suitably trained, equipped and empowered to fulfil their respective role.
- j. Arrangements to provide appropriate resources, including adequate equipment and personal protective equipment (PPE), to meet predictable levels of operational activity; the means to supplement those resources in the event of extraordinary need, such a major incident, are in place.
- k. A control centre can be established and maintained for the duration of an incident including the maintenance of an incident (BECC) log, detailing key events and actions during an incident.
- l. The council is able to open and operate a Humanitarian Assistance Centre within the agreed timescale of 72 hours.
- m. Be able to communicate with councillors, staff and members of the public via the most appropriate medium, which includes social media, council website, news media and face-to-face.
- n. A communication response and monitoring capability is available within 1 hour and can be maintained 24/7.

Suggested indicators of leading practice:

- o. Spontaneous volunteer council staff can be contacted, coordinated and re-tasked to support emergency response and recovery activities.
- p. The council is able to deploy core departmental services in response to an emergency for at least the first 48 hours of an incident while maintaining the provision of core services to residents outside the emergency response.
- q. Suitable emergency centre locations have been identified and arrangements are in place to use these locations. There is sufficient capacity to support (simultaneously within 3 hours) and operate (for 48 hours) a rest centre, family and friend's reception centre and a survivor reception centre.
- r. The council has a communications strategy to enable the scaling up and sustainability (for a protracted incident) of communications arrangements for the purpose of warning and informing members of the public about the risks of the emergency and the available (council) support services using a range of media.



## Position Statement

The Council has demonstrated that it has sufficient resources in place for emergency response. We have set, monitored, and amended a working strategy for emergency response, The Major Incident Response Plan (MIRP), lays out the roles and responsibilities of Gold and Silver level responders.

One of the key requirements for emergency response is the ability to make and record decisions in a consistent manner. The Council has implemented a defined and documented decision-making process, the JESIP Joint Decision-making Model, and provides hard copies of 'Individual Logbooks' to all on-call staff. This process is also included in all the Resilience training provided to staff. This ensures that decisions made by the Council are recorded in writing and are clear, intelligible, and accurate.

The Council has ensured that Directors and Heads of Service understand their role in preparing for, responding to, and recovering from a civil emergency. They have taken ownership of their own business continuity plans, including their review and validation. A considerable number of the cohort of Directors and Heads of Service in the Council feature on the Council's emergency staff rota (or in emergency rotas managed by departments and are trained, with continued training sessions and refreshers annually.

The Council also has a nominated Director who is a member of the local authority sub-regional group. This group is coordinated by the RBKC Resilience Head of Service and chaired by the London Borough of Hammersmith & Fulham. The role of this sub-regional group includes coordinating multi-borough exercises, scrutiny and challenge of self-assessments and peer reports, providing assurance of performance within the sub-region, identifying and sharing lessons learned and discharging improvement plans. This ensures greater accountability across local authorities and support improved engagement from fellow senior managers in their own council.

The Council has also reviewed the appropriate resources, including staff, have been targeted and distributed across the organisation to meet identified priorities and reduce risks. These resources are sustainable through the emergency response and recovery phases to ensure risk can continue to be targeted. The Council is partially able to maintain enough staff for core emergency response roles to respond for 48 hours. These staff are suitably trained, equipped, and empowered to fulfil their respective roles.

The Council has also made arrangements to provide appropriate resources, including adequate equipment) to meet predictable levels of operational activity. We have the means to supplement those resources in the event of extraordinary need, such as a major incident.

Finally, the Council can establish and maintain a control centre for the duration of an

incident. There is a dedicated room for this purpose, and arrangements for temporary use of a secondary space if necessary. The Control Centre also maintains an incident log, detailing key events and actions during an incident, to ensure that they can respond effectively to an emergency. Overall, the Council has demonstrated that it has the necessary resources, staff, and processes in place to respond effectively to an emergency.

### Areas of Focus and Improvement

The Council has engaged a local pool of staff who live in the borough and surrounding areas who can help the Council during emergencies. Engagement and briefing sessions with this group will continue throughout 2024.

To improve the Council's ability to respond to emergencies, the Council is also focusing on the following areas:

- Coordinating and re-tasking spontaneous volunteer council staff to support emergency response and recovery activities.
- Recruitment drive to get more staff on the emergency centre operating list

Overall, the Council is committed to ensuring that it has the necessary capabilities in place to effectively prepare for and respond to emergency situations. Through the actions outlined above, the Council is working to improve its ability to respond and recover from an emergency, and to protect the safety and well-being of its residents.

### Evidence and Resources

- *Crisis Communications Plan*
- *BECC SharePoint*

### Standard 6a: QUANTITATIVE DATA [SUBSET TO RSL 6]

**ESTABLISHED  
(GREEN)**

Desired Outcome:

The council has access to sufficient resources with the appropriate experience, skills and knowledge to support emergency planning and organisational resilience arrangements and has the ability to scale up staff resources to support the response and recovery.

Suggested indicators of good practice:

- a. The council is able to deploy core departmental services in response to an emergency for at least the first 48 hours of an incident. These services may include, Communication, Highways, Building Control, Environmental Health, Social Care.
- b. The council is able to maintain a sufficient number of staff\* for core emergency response roles to respond for 48 hours. These staff are suitably trained, equipped

and empowered to fulfil their respective role.

- 1 Council Gold
- 1 Council Silver
- Loggist (one for Council Gold, another for Council Silver)
- 1 LALO
- 1 BECC Manager
- 4 BECC staff (1 per role: BECC Message Handler; BECC Loggist; BECC Info Officer; BECC Officer)
- 1 Communications Link Officer
- Service Link Officer (4 trained in each department)
- Resilience Advisor

c. The borough has identified suitable emergency centre locations across its area and has in place arrangements to use these locations

d. The council is able to open and operate a Rest Centre for 200 people (open within 3 hours) for 48 hours. Also, support the Police in their operation of a Survivor Reception Centre and Family and Friends Reception Centre. Minimum number of trained staff\* for the combined requirements of SRC, RC and FFRC:

- 3 Emergency Centre Managers
- An appropriate number of Emergency Centre Officers dependent upon the circumstances.

e. The council is able to open and operate a Humanitarian Assistance Centre within the agreed timescale of 72 hours. Minimum number of trained staff for the HAC:

- 1 Senior HA Officer
- 1 Emergency Centre Manager
- An appropriate number of staff dependent upon the circumstances.

f. The council is able to establish and maintain a control centre for the duration of an incident.

- Minimum staffing: BECC Manager and BECC Officer.
- Full staffing: BECC Message Handler; BECC Loggist; BECC Info Officer; BECC Officer.
- Communications Link Officer; Service Link Officer.

g. The council is able to make an appropriately authorised bilateral or multilateral mutual aid request within 2 hours of identifying the need for support. Multilateral mutual aid is disseminated across London by the LLACC. The LLACC collates responses, which are passed back to the requesting borough.

h. The council is able to activate the following roles, for the duration of the on-call period, in the times specified:

- Local Authority Liaison Officer to forward command point (60 minutes)

- Local Authority Gold to SCG (2 hours)
- Deputy Local Authority Gold to SCG (2 hours)
- Executive Officer/Loggist (2 hours)

- The council has the capability to mobilise transport and staff to move up to 200 people within 3 hours of identification of need.
- The council has considered appropriate local venues available to shelter up to 5000 people.
- The council can provide evidence of those people who have been appropriately trained.
- The council can provide evidence of the frequency of exercises & the people who have taken part.

### **Position Statement**

The council is prepared to respond to emergency situations by deploying core departmental services such as Communication, Highways, Building Control, Environmental Health, and Social Care for the first 48 hours of an incident. However, there are currently some small gaps in the council's staffing capabilities, specifically in the roles of Loggist, BECC Managers, and BECC Staff, the council is continuously working to increase the number of trained staff in these roles.

The borough has identified suitable emergency centre locations across its area and has established arrangements to use these locations effectively in the event of an emergency.

Prolonged incidents may pose a challenge due to staff fatigue. In such cases, the council would activate Mutual aid.

The Council keeps record of all training and exercises delivered on a SharePoint based PowerApp (database). This allows the council to keep track of its readiness and capabilities,

### **Areas of Focus and Improvement**

In 2024, the Council is taking action to address shortfalls in BECC and loggist roles. Recruitment is already underway to fill these positions, and we currently have 5 loggists on the rota.

To ensure that the Council is prepared to respond effectively to emergencies, we are also reviewing the number of trained emergency centre staff available to the council and taking action to resolve any identified shortfalls.

### **Evidence and Resources**

- *Emergency Centre directory*
- *Mass shelter plan*
- *Training database*

## **Standard 7: PARTNERSHIPS**

**ESTABLISHED (GREEN)**

### Desired Outcome:

The council demonstrates a high level of partnership working and interoperability between itself and all emergency responder and supporting organisations, as a means to ensure an inclusive, collaborative approach to Integrated Emergency Management.

### Suggested indicators of good practice:

- The council is represented on the Borough Resilience Forum (BRF) at the appropriate level and positively engages with its partners.
- Decisions, actions and key messages, from the BRF, are cascaded and embedded into the organisation.
- Understand the critical interdependencies, both internal and external, and actively consider these when making decisions.
- Senior Managers regularly engage in strategic discussions, with senior managers and Chief Officers from partner organisations, on emergency response and resilience activities.
- Consider the future planning and resilience of partner agencies (e.g., in terms of planning, transport and regeneration) that potentially change community risk.
- Embed the principles of joint working in all multi-agency arrangements, with the objective of normalising interoperability across the activities of Integrated Emergency Management.
- A common understanding of local risks, partner agencies' capabilities, limitations, priorities and working practices, in order to facilitate an efficient, effective and coordinated joint response to incidents of varying levels of severity and scale.
- A common understanding of the JESIP Joint Decision Model to support joint decision making in multi- agency groups.
- Contribute to a multi-agency training and joint exercising programme to embed and then validate interoperability principles and practices across responders and responder agencies, at strategic, tactical and operational levels. Training is conducted by suitably qualified and experienced people.
- A clearly defined and commonly understood plan that enables the council, with partners, to communicate to the public with a common message during an incident.
- Clearly defined arrangements for debriefing in a partnership environment e.g., Strategic Coordinating Group, following incidents and exercises to enable learning and continuous improvement.
- A clear understanding of other organisations' roles including the role of the Government Liaison Officer (GLO) and wider Government Liaison Team (GLT) and the interface with Central Government
- Arrangements to proactively, and in a timely manner, identify and share lessons and leading practice following major incidents and exercises with the wider

resilience community using the Local Authorities Learning and Implementation Protocol.

- n. An auditable database of multi-agency training and exercising which records when responders receive training, take part in exercises and when they are due refresher training.

Developing strong relationships with the business and voluntary sector organisations, which includes understand their capabilities, sharing risk assessments, establishing arrangements for joint training, exercising and sharing lessons learned.

### **Position Statement**

The Council is actively engaged with its partners on the Borough Resilience Forum (BRF). Decisions, actions, and key messages from the BRF are cascaded and embedded into the organisation through the quarterly Resilience report to CPAG, and other relevant issues are brought up with the Executive Director, Executive Management Team and the Resilience Network on an ad-hoc basis and as and when they are identified (if urgent).

The Council understands the critical interdependencies, both internal and external, and actively considers these when making decisions. This is demonstrated using the K&C borough risk register, which is a partnership document that informs the Council's risk register, and the Council's Resilience team keeps the K&C Borough Resilience Forum up to date on the Council's activity and actively looks for connections and views. Examples relevant to this criterion include the joint work on the development of the resident evacuation emergency plans which have drawn together internal and external partners.

Senior Managers regularly engage in strategic discussions with senior managers and Chief Officers from partner organisations on emergency response and resilience activities. The Council embeds the principles of joint working within our Major Incident Response Plan and in our in-house training.

The K&C borough risk register is agreed with partners and contains information about shared and cross cutting risks and there have been several significant incidents where there has been an effective and coordinated joint response between partners. We will continue to develop a common understanding of local risks, partner agencies' capabilities, limitations, priorities and working practices, is an area we would like to develop further in 2024

A common understanding of the JESIP Joint Decision Model is also present to support joint decision making in multi-agency groups. The Council fully engages with multi-agency training and exercises. Examples include sessions and exercises organised by London Resilience and 'blue lights' services and the rest centre exercise organised by the London Borough of Tower Hamlets.

The corporate communications team have plans and processes in place to communicate with the public during emergencies and incidents under the direction of the Gold and Silver commanders. Their plans and processes include local partnership contacts. This is complimented by the partnership contacts maintained by the Resilience Team.

Clearly defined arrangements for debriefing in a partnership environment, such as the Strategic Coordinating Group, following incidents and exercises are in place to enable learning and continuous improvement. These arrangements are described in the MIRP.

The Council has a clear understanding of other organisations' roles, and this information is included in the regional processes via the strategic coordination protocol, as well as in the recovery coordination framework. This information is all signposted locally. Officers are aware of the processes for flagging lessons learned with possible regional implementation, and these are flagged to the Sub Regional Resilience Programme Board as needed.

Currently, the Council does not have an auditable database of multi-agency training and exercising in place because we don't have access to other organisations training databases and systems.

Strong relationships with the business and voluntary sector organisations are being developed through the Resilience Advisor (community engagement) who has met with several VCS and faith groups and has developed relationships. Work continues to develop those relationships.

### **Areas of Focus and Improvement**

In 2024, the Council is focused on developing a common understanding of local risks, the capabilities, limitations, and priorities of our partner agencies. By doing so, we aim to improve our ability to coordinate our response and recovery efforts in the event of an emergency.

The Council also intends to embed the Local Authorities Learning and Implementation Protocol in 2024 into local processes. This will help to ensure that the Council is able to learn from past emergencies and apply that learning to improve our readiness and response to future emergencies.

### **Evidence and Resources**

- *Borough Resilience Forum Terms of Reference*
- *Training slides*
- *Gold and Silver Handbook*
- *Crisis comms plan*
- *Major Incident Response Plan*
- *LLA lesson process*
- *Training database*
- *Meeting records*

**Standard 8: TRAINING, EXERCISE AND EVALUATION****ESTABLISHED  
(GREEN)**Desired Outcome:

Members and officers across the organisation are competent to fulfil their roles in emergency preparedness, response and recovery. The council develops and assures their resilience capabilities and arrangements through an exercise programme that is risk-based. Lessons learned from previous exercises and incidents have been identified and plans modified accordingly.

Suggested indicators of good practice:

- a. A training and development programme is in place to build the organisation's capability for resilience by developing appropriate competencies among key employees, services and councillors against a range of operational and strategic scenarios. This includes induction programmes with relevant emergency planning and resilience content for Members and staff.
- b. Training addresses all roles within the plans including senior leaders (e.g. Directors, elected members and the Mayor).
- c. A comprehensive joint exercise programme exists to enable key services to maintain competency.
- d. for dealing with cross-borough incidents or major incidents which require a multiagency response.
- e. Exercises test the organisation's plans and procedures which considers local, regional and national risks.
- f. Exercising tests a council's capacity (e.g. staffing levels and the impact of holiday periods) and capability (e.g. evacuation and shelter, warning and informing, coordinating the voluntary sector and spontaneous volunteers).
- g. The council learns by identifying the lessons of events and acting on them to change structure, activities and behaviours. Lessons learned from previous emergencies across the country, and where appropriate from overseas, have been identified.
- h. A comprehensive debrief and review process is in place for operational incidents, with multi agency involvement if appropriate; this is used effectively to inform policies and practices across the organisation and allow any necessary change to be embedded.
- i. Arrangements exist to evaluate the training and development of personnel to ensure that it is effective, and skills are maintained, people are developed and remain competent within their role.
- j. Competence can be quickly verified when sharing staff with other authorities. Suggested indicators of leading practice:
- k. The council creates a safe learning environment that will enable confident, no-fault learning across the range of its training, exercising and development activities.
- l. Build resilience by training staff volunteers that may be called upon to support primary personnel in the event of concurrent or long-running events, or as part of organisations' business continuity planning.
- m. Specific exercising of recovery arrangements, including play by senior managers,



to rehearse and validate their roles, including the interplay with national recovery management structures.

- n. Establish clear criteria to assess the impact of training and development for both individuals and organisations and share the results of any evaluation with relevant stakeholders.

### **Position Statement**

The Resilience Team continued to deliver its training programme for staff in key emergency response roles including Council Silver, Council Gold, Local Authority Liaison Officers (LALOs), Borough Emergency Control Centre (BECC) staff, Resilience Advisors, emergency centre staff, Service Link Officers (SLO) and loggist. To complement this training, an in-house bespoke software was developed to track all training records and ensure that all staff in emergency response roles are sufficiently trained. All staff on the rota are also required to complete a mandatory course in emergency planning for local authorities, provided by the LAP.

Exercises are developed directly from the information provided by risk assessments. For example, in December 2023 we carried out a multi-agency exercise to test plans and arrangements around evacuation.

Each incident and lessons learned are logged and recorded on a shared document. Small incidents and lessons learned are reported to Executive Management Team quarterly via the Contingency Planning Assurance Group, while medium to large incidents are followed up by hot and cold debriefs to identify lessons learned. Previous emergencies and those from overseas are discussed and lessons learned are incorporated if deemed relevant.

After each training session, staff have the opportunity for feedback and suggested areas of improvement. Recent training sessions for Silver and Gold has resulted in Emergency Grab Bags being commissioned for all Silver and Gold personnel.

Debriefs from recent training sessions, exercises and incidents demonstrate that the Council's core values of 'respect' and 'working with others' drive its training, exercising and development activities. During debriefs, all staff are given the opportunity to speak and are encouraged to focus on what went well, even better if, and lessons learned. There is active discouragement of blaming others.

### **Areas of Focus and Improvement**

- Develop a comprehensive joint exercise program that enables key services to maintain competency for dealing with cross-borough incidents or major incidents that require a multi-agency response.
- Include the voluntary sector and spontaneous volunteers in multi-agency exercises to increase readiness and improve coordination.
- Improve the debriefing process to ensure that lessons learned are incorporated into future training and exercise programs.

- Build resilience by training staff and volunteers who may be called upon to support primary personnel in the event of concurrent or long-running events or as part of organizations' business continuity planning.
- Specific exercising of recovery arrangements, including senior managers, to rehearse and validate their roles, including the interplay with national recovery management structures.
- Establish clear criteria to assess the impact of training and development for both individuals and organizations and share the results of any evaluation with relevant stakeholders.
- 

#### Evidence and Resources

- *Incident management system tracks all incidents and lessons (inc from exercises)*
- *Debrief section of CMP and reports*
- *Resilience training attendance records*
- *CPAG agendas and minutes*

#### Standard 9: BUSINESS CONTINUITY

#### DEVELOPING (AMBER)

##### Desired Outcome:

The council is able to demonstrate a high level of resilience in their priority functions and emergency response and recovery capabilities.

##### Suggested indicators of good practice:

- a. Business continuity plans and arrangements are in place that are current and aligned to the ISO 22301 standard.
- b. Business continuity is appropriately embedded within the organisation in order that critical functions, emergency response and recovery capabilities are highly resilient. Account is taken of links and interdependencies between Services across the organisation.
- c. Key business continuity management personnel are competent and experienced, and the council invests in their training and continuous professional development.
- d. Information is shared with other responder organisations where appropriate, in order to understand their respective business continuity plans and arrangements, and also vulnerabilities and dependencies that may become relevant in the event of disruption.
- e. Robust arrangements are in place for the review and validation of business continuity plans and contingency arrangements including emergency response and recovery capabilities.
- f. Contractors and providers, including their supply chains, understand the civil resilience risks for the council's area and have robust business continuity arrangements, especially for services for which the council has a statutory duty.
- g. Provider's emergency plans and procedures, including business continuity arrangements for specific services are fit for purpose and up to date. They consider specific risks and scenarios, for example, disruption due to severe weather or industrial action.

- h. The provider has the capacity and adequate resourcing to put plans in place particularly to cover short or no notice incidents, with recovery timescales that are acceptable to both the provider and commissioner.
- i. Service users know how they can contact the provider or the council in an emergency, both during a normal working day and out of hours.
- j. Providers understand any responsibilities that may be imposed on them during an emergency as set out in local emergency plans.
- k. Where Providers deliver contracts to multiple authorities, the council is aware of the implications during prolonged or widespread emergencies (because of increased demand for services or resources) and have contingency arrangements in place.

Suggested indicators of leading practice:

- l. Facilitate independent assurance, and where appropriate certification, of their business continuity plans and arrangements against ISO22301.
- m. Incorporate business continuity elements and considerations into exercises in order to robustly test vulnerabilities and validate the resilience of local capabilities. Testing or exercising of business continuity arrangements of contractors is in place.
- n. Enable other authorities to have access to assets and resources in the event of disruption such as loss of premises.

## **Position Statement**

The Council delivers an extensive business continuity management programme that aligns the organisation to most clauses of ISO 22301. Each service area has a plan that includes a Business Impact Analysis, response actions, incident response roles and contact lists. Each plan has a designated owner who is usually a Head of Service/Director. Plans are stored on a specialist software called Riskconnect, which automatically notifies owners when the plan is due for review (once every year). As of January 2024, a Corporate Business Continuity Plan is also being drafted. This plan will provide a strategic framework for responding to a significant business continuity incident.

There is a robust incident response structure in place for both community emergencies and business continuity emergencies. All staff in response roles are regularly trained by our internal Resilience Team. Key roles also receive specialist training from external agencies, for example our Council Golds and Silvers were provided with training from the Emergency Planning College. The Business Continuity Lead has a Certificate of the Business Continuity Institute (CBCI) and is booked to attend ISO 22301 Lead Implementor training in March 2024, which will enable the organisation to become more closely aligned with ISO 22301.

In addition to training, we also deliver a formal exercising programme that includes a Council-wide business continuity exercise at least once per year. The most recent exercise was launched on 15 December and sent to all Heads of Service and Directors to complete in Departmental Team Meetings. It is based on three risk-based scenarios.

Business continuity is a standing agenda item on the quarterly Contingency Planning Assurance Group. It is also a frequent subject of discussion at other senior meetings, including Executive Management Team and Senior Managers' Forum. While there is some visibility of business continuity at the senior level, there is room for improvement for senior managers to more actively champion business continuity within their departments.

Awareness of business continuity and engagement with it across the organisation is improving, but still needs to be embedded further. There have been regular posts about business continuity in staff email briefs and newsletters, in addition to monthly business continuity updates that are sent to all plan owners. The specialist software launched to Council staff in October 2023, but as of 30<sup>th</sup> January 2024, most plans are yet to be updated as part of the migration process. We are currently setting up a Corporate Business Continuity Group with nominated business continuity champions to further embed business continuity across the Council.

One major area for improvement is the Council's oversight of dependencies on external suppliers and contractors of services. There is a lack of understanding of the suppliers and contractors that are relied on to deliver core services, meaning there may be risks in this area that we are not aware of. While some high-profile contractors who deliver core services, e.g. SUEZ who are contracted to provide waste and street cleaning services, have robust business continuity arrangements in place, it is not known whether this applies to all external dependencies.

The Council's business continuity arrangements have not been externally audited to ISO 22301, but this is something that can be done in the future.

### **Areas of Focus and Improvement**

One key priority for 2024 is to improve our oversight of the Council's dependencies on third-party suppliers and contractors. This will enable us to improve our position in relation to clauses f to k within the business continuity standard. To achieve this, we will establish a stronger relationship between Resilience and Corporate Procurement. This work will help to ensure that our critical services that depend on third-party suppliers and contractors are suitably resilient.

Another important focus is to continue staff engagement with business continuity and with the Council's business continuity system, Riskconnect. The setup of the Corporate Business Continuity Group is a goal for early 2024 and will help improve engagement with Riskconnect and business continuity in general. Better engagement with Riskconnect will improve the quality of services' business continuity plans and our understanding of core services, critical dependencies and workarounds.

### **Evidence and Resources**

- *Service level Business Continuity Plans (Riskconnect system)*
- *Supplier Business Continuity Plans*
- *Corporate Business Continuity Plan*

- *Corporate Business Continuity Group minutes (once established)*
- *EMT reports*
- *CPAG reports and minutes*

## Standard 10: COMMUNITY RESILIENCE

**DEVELOPING  
(AMBER)**

### Desired Outcome:

The council has a strategic and coordinated approach to activity that enables individuals, businesses, community networks and voluntary organisations to behave in a resilient way and act to support other members of the public. Community resilience considerations and the voluntary capabilities of all these partners are integrated into existing emergency management plans.

### Suggested indicators of good practice:

- A strategic approach to ensure coordination of community led social action and partnering with voluntary capabilities.
- Easily accessible and regularly updated information about statutory responder and BRF community resilience services, resources, governance and points of contact.
- Identify and engage with community and voluntary networks which might offer support to their communities and to responders before, during or after an emergency.
- A process for providing advice and support to community groups that want to have a role in emergency management.
- A communications and engagement plan to promote resilient behaviours and encourage community groups and networks to promote resilience and take a role in emergency management.
- Clearly defined roles for community and voluntary partners for preparing, responding and recovering from emergencies, which are agreed and communicated prior to an incident. This may range from informal expectations for neighbours to support one another to formal partnership arrangements utilising memorandums of understanding and codes of conduct.
- A regularly updated database of local and national voluntary capabilities available to support emergency response and recovery, with clear agreed activation processes.
- Locally agreed arrangements to manage spontaneous offers of support to affected people and to emergency responders in emergencies, including financial and physical donations, unaffiliated 'spontaneous' volunteers, resource and expertise.

### Suggested indicators of leading practice:

- A process for on-going consultation and collaboration with community networks in relation to risk assessments and emergency plans, including understanding and mapping the risks that are of primary concern and motivation to communities.
- Regular outreach sessions, workshops and conferences for individuals, businesses and community networks to share leading practice, provide training,

- build relationships and enable networking.
- k. Provision of physical resources, assets and training for community networks and volunteers.
- l. Community resilience approaches, programmes and lessons are proactively shared with neighbouring authorities.
- m. A process for identifying, mapping and regularly assessing the resilience of communities at highest risk to inform priorities for targeted communications and interventions.

### **Position Statement**

The Resilience team holds regular engagement meetings with the Council's Voluntary and Community Sector (VCS) Partners to discuss support during the preparation and recovery stages of an emergency. The Resilience Advisor (Community Engagement) has fortnightly meetings with our VCS partners and other colleagues across the council that deals with the cost-of-living crisis response from the council in conjunction with the VCS.

The Council has focused on emergency preparedness with faith partners by delivering a Pan London community resilience training to Kensington & Chelsea Faith leaders to equip them with the tools to be community resilience champions and enable them to spread good emergency preparedness practices in their places of worship amongst their congregations.

Working closely with local organizations such as the Volunteer Centre Kensington and Chelsea, the Kensington and Chelsea Social Council, and the Kensington and Chelsea Faith Partnership, the Council is co-designing Community Emergency Plans with residents and community groups to align priorities. We also have informal partnership arrangements with multiple organizations to utilize them as Emergency Rest Centres.

The Council coordinates several structures and groups that involve VCS groups, and several VCS groups already feature on our emergency rest centres list. The Head of Resilience also chairs the K&C Faith Communities Partnership which has assisted during major incidents.

The Council has a Donations Management Plan as an annex in the Major Incident Response Plan. It should be noted that the key partners in this document are the VCS and Faith sector, and they will lead in the management of donations. The VCS and Faith Sectors will also provide cultural competence in the provision and distribution of donations and services. The Council's resilience team specifically the Resilience Advisor (community engagement) role is to work closely our VCS and Faith Sector.

The London Communities Emergency Partnership (LCEP) Advisory Group has been established to mirror the diverse spectrum of organisations working on community resilience and emergency response for London. Seeking a balanced representation across gender, ethnicity, faith groups, LGBTQ+ communities, as well as advocates for the deaf and disabled, the group this will oversee LCEP in the delivery of its objectives, providing comments and advice on how LCEP is developing and progressing as well also monitor and advise on how LCEP's engagement with the widest set of

communities within London to ensure it serves the most disadvantaged groups often most adversely affected in emergencies. Co-chaired by the London Plus Chief Executive and the Director of Voluntary Community Sector Emergency Partnership (VCSEP) The borough's Resilience Advisor for Community Engagement has been selected as only one of two Local Authority representatives chosen to represent all Local Authorities

### Areas of Focus and Improvement

The Council has also created a Community Resilience Workshop to support those VCS Organisations businesses and residents in the Borough by informing and providing them with the tools, and resources to be better prepared to support themselves in the event of an emergency.

The Resilience Team is developing a resident volunteer programme for community champions and individual residents with a pool of volunteers that are trained in different aspects of a response in the event of any major incident which allows for tiered response. This programme will have a pool of general volunteers as well as a pool of trusted volunteers that will be given specific training that will be instrumental during a response (i.e. Flood Wardens, Fire Wardens, and First Aiders) This programme is being Co-designed with the Councils VCS infrastructure partners and will be managed in partnership with the Kensington and Chelsea Volunteer Centre.

The Council has planned a live emergency rest centre exercise in the borough which will allow us to engage with the VCS and Faith partners that have been identified as emergency rest centres along with the residents of the Borough This will allow the emergency centre managers and officer to have a more hands on training as well gives the resilience team to test the Council's emergency centre arrangements and plans. The invitation has also been extended to the entire major incident call out rota which will allow them to get a more practical understanding what goes into running an emergency rest centre in real-time.

### Evidence and Resources

- *Communications Plan*
- *Warning and informing protocols*
- *RBKC.gov.uk*
- *Cost of living event materials and flyers*
- *Household Emergency Plan*
- *Spontaneous Donation Arrangement plan*

### Standard 11: RECOVERY MANAGEMENT

**DEVELOPING  
(AMBER)**

#### Desired Outcome:

The council has robust, embedded and flexible recovery management arrangements in place to support the rebuilding, restoring and rehabilitation of the community following an emergency. Arrangements clearly link and complement emergency response arrangements, enable the smooth transition from response to recovery and

support collective decision making to initiate, inform, resource, monitor and closedown the recovery phase of emergencies.

Suggested indicators of good practice:

- a. The recovery process should be considered from the moment the emergency begins and is coordinated by the council in liaison with the Strategic Coordinating Group. If resources allow, the Recovery Co-ordinating Group is set up on the first day of the emergency.
- b. The management of recovery is approached from a community development perspective with the active participation of the affected community and a strong reliance on local capacities and expertise. The private sector and the wider community play a crucial role.
- c. An impact assessment (covering impacts on residents, businesses, infrastructure, environment) is carried out as soon as possible and is regularly updated. Resulting actions are accurately captured and progress monitored.
- d. A concise recovery action plan with clear targets and milestones is developed that can be quickly implemented, involves all agencies and fits the needs of the emergency.
- e. The community is fully involved in the recovery process, including the business sector, voluntary sector, faith groups, community groups and tourist organisations.
- f. A pro-active and integrated framework of support to businesses is established.
- g. The council works closely with other agencies, the community and those directly affected, including on monitoring and protection of public health and the reinstatement of utilities and transport networks.
- h. Information and media management of the recovery process is coordinated through the Recovery Coordinating Group led by the council.
- i. Effective protocols for political involvement and liaison (local, regional and national) are established.
- j. An early assessment should be made of the responding organisations' capacity and resources, and mutual aid agreements activated as required.
- k. Accurate record keeping is established. There are clear audit trails with comprehensive records of timings, notifications, decisions, actions and expenditure.
- l. An agreed and rehearsed framework for setting objectives, milestones and closedown criteria as part of a recovery strategy which enables recovery progress to be evaluated and supports the eventual transition of the recovery programme into 'business as usual.'
- m. Appropriate psychological and social care and support is provided for all those who have been affected by an emergency. This may include survivors of an incident, the family and friends of survivors and the deceased, those responding to the emergency, and the community living and working in the area affected.

Suggested indicators of leading practice:

- n. Opportunity for longer term regeneration and economic development is considered at the earliest stages of the recovery process.
- o. Developing strong relationships with charitable and private sector organisations offering financial or other support to community development and other recovery initiatives e.g., the management of donations following an emergency.



- p. Developing a generic framework, agreed with the lead local council's Responsible Financial Officer (Section 151), for rapid distribution of emergency payments to affected people and organisations, including identifying payment channels, reporting and monitoring mechanisms and a communications strategy.

### **Position Statement**

The Council's recovery management process for dealing with emergencies is ongoing and multifaceted. This is outlined in the council's Recovery Plan. To ensure that the perspectives of impacted communities are considered, systems have been established to gather input through a sub-group of the Recovery Coordinating Group (RCG) that includes local voluntary and community sector (VCS) expertise.

A process has been established for conducting assessments as outlined in the recovery coordination framework. Systems have been established to involve voluntary sector, faith groups, and community groups through a sub-group of the RCG. The council works closely with other agencies, the community, and those directly affected, including on monitoring and protection of public health and the reinstatement of utilities and transport networks.

The London Resilience Communications Group runs as a sub-group to the RCG, and information and media management of the recovery process is coordinated through the council lead Recovery Coordinating Group. Early assessment of the responding organizations' capacity and resources will be undertaken to understand the need for activating mutual aid agreements. All meetings, if held on teams, are recorded and have a loggist present.

The Gold strategy will continue to be implemented and modified until a state of "new normal" is resumed. " The council is part of the London Resilience Pilot Project to develop a keyworker service for people critically affected by an incident. There is considerable expertise in the council from the Keyworker service provided to the bereaved and survivors of Grenfell. The council also has links with the Central and North West London Mental Health Trust to provide recovery support to residents and communities affected by an incident. The council is also developing strong relationships with charitable and private sector organizations offering financial or other support to community development and other recovery initiatives, such as the management of donations following an emergency.

### **Areas of Focus and Improvement**

- Focus on recovery planning within training for response roles.
- Involve local businesses and tourist organizations in the recovery process.
- Emphasize the importance of starting recovery planning as early as possible and embed action plans in local recovery management.
- Review how business support can be provided and investigate public health concerns.
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### **Evidence and Resources**

- *Major Incident Response Plan*

- *Lesson Identified from Incidents*
- *Key worker pilot project plan*
- *Donation Management Plan*
- *Work with pop up community hubs*
- *Cost of living crisis partnership work*