


<b>Decision Maker</b>	Leadership Team	 THE ROYAL BOROUGH OF <b>KENSINGTON          AND CHELSEA</b>
<b>Date of Report</b>	Wednesday 20th March 2024	
<b>Forward Plan ref:</b>	KD1008930	
<b>Report title</b>	ANNUAL RESILIENCE REPORT 2023	
<b>Reporting officer</b>	Beau Stanford-Francis, Executive Director, Environment and Neighbourhoods	
<b>Key decision</b>	Yes	
<b>Access to information classification</b>	Public	
<b>Wards</b>	All	

## 1. EXECUTIVE SUMMARY

- 1.1. The Annual Resilience Report provides a high-level overview of the Council's continuing work to bolster its resilience preparedness arrangements in 2023.
- 1.2. The report also includes a summary of our self-assessment process against the Resilience Standards for London which the Council is required to undertake and publish.
- 1.3. The full Royal Borough of Kensington and Chelsea (RBKC) self-assessment in relation to the Resilience Standards for London (RSL) 2023 is also attached as **Appendix 2**.
- 1.4. This report recommends that the Leadership Team reviews and supports the current position statement and endorses the proposed next steps and recommendations going forward. If approved, the report will be submitted to London Councils.

## 2. RECOMMENDATIONS

The Leadership Team is recommended to:

- 2.1 Approve the Annual Resilience Report for 2023.
- 2.2 Agree the current position statement for each resilience standard in the Resilience Standards for London (**Appendix 2**).
- 2.3 Note the areas that have already improved (see sections 5, 6 and 7 of the report) following learning from Module 4 of the Grenfell Public Inquiry and those areas which continue to develop in line with the Council's continuous improvement programme, such as Resilience training and exercising for all emergency roles, strengthening of the emergency rota and on-call cover and greater community resilience.

### 3. **REASONS FOR DECISION**

- 3.1. The Leadership Team can consider officers' assurance of the Council's resilience arrangements and endorses the Council's Resilience Standards for London (RSL) self-assessment.

### 4. **BACKGROUND**

- 4.1. The Resilience Standards for London (RSL) self-assessment process is administered by London Councils on behalf of the London Resilience Forum and Local Authorities' Panel.
- 4.2. All London local authorities complete the self-assessment annually and publish their results to increase transparency, to assure others of our preparedness arrangements and to highlight improvements and progress.
- 4.3. RBKC undertakes the self-assessment each year and publishes the result through this report. Any gaps are prioritised and added to the Resilience team's work programme which in turn is monitored by the Contingency Planning Assurance Group (chaired by the Chief Executive) and the Council's Executive Management Team.

### 5. **PROGRESS IN 2023**

- 5.1. Throughout 2023 progress was made in several areas: strengthening the Resilience team, running exercises, training volunteer staff and updating emergency plans as well as engaging civil society groups about their emergency preparedness. The Council also improved the way it manages its business continuity planning.
- 5.2. A full complement of staff has been delivered with all posts All posts in the Resilience Team filled as of February 2024:
  - A Resilience Manager
  - A Resilience Advisor for Major Emergencies
  - A Resilience Advisor for Business Continuity
  - A Resilience Advisor for Community Engagement
  - A Resilience Coordinator

- 5.3. The Resilience Advisor (Community Engagement) has worked in partnership with the Greater London Authority (GLA) alongside the London Boroughs Faith Network to produce and deliver pan-London community resilience training attended by K&C faith leaders. The first cohort was held in Kensington Town Hall in late 2023.
- 5.4. The service worked closely with the Volunteer Centre Kensington and Chelsea to successfully apply for GLA Community Resilience Funding to establish a local community volunteer programme to work with the Council during emergencies.
- 5.5. In May 2023, the Resilience team also delivered the first community resilience workshop in partnership with Council colleagues along with Borough Resilience Forum and voluntary groups. On the back of the May event, the Resilience team is planning two additional community resilience workshops that will be hosted by Dalgarno Trust and Chelsea Theatre in February and March 2024 respectively.
- 5.6. The Resilience Advisor (Community Engagement) has visited in-person all the Council's VCS partners that also act as the Council's emergency rest centres which included regular communications tests and the annual health and safety risks assessments with the Council's Corporate Health and Safety Manager.
- 5.7. The Contingency Management Plan has been reviewed and improved to increase its usability and accessibility. This is now known as the Major Incident Response plan with recovery separately addressed in The Recovery Plan.
- 5.8. Residential evacuation plan for the Lancaster West area– the plan has been developed and tested through a multi-agency tabletop exercise which included approx. 80 attendees from a range of groups. The plan covers the evacuation and subsequent care of residents utilising pre planned rest centres. The plan also includes the recovery phase of any event.
- 5.9. Exercise Safer City – Exercise Safer City is the annual pan-London Local Authority Exercise and is designed to test the London Local Authority Gold (LLAG) Arrangements and the supporting mechanisms including the London Local Authority Coordination Centre (LLACC) and Borough response arrangements. In 2023, the exercise focused on the event of flooding within the borough, which involved the setting up of the BECC and the activation of rest centres. The exercise included aspects such as a hotel evacuation and resolving traffic light faults.
- 5.10. Counter Terrorism and security response plans are being supported and developed in line with global risk. This includes attendance at regular Gold partnership meetings for mass protests and supporting teams to develop their own capabilities.

### **Enhancing Capacity**

- 5.11. The Council has increased its capacity to respond to incidents by training, equipping, and empowering more officers for emergency roles. As of December 2023, there are 233 trained officers.

5.12. Emergency response staffing roles and numbers below:

Role	No. of staff On Call on a Weekly Rota Basis	No. of Staff Trained December 2023
Council Gold	1	10
Council Silver	1	18
Loggist	1	6
Borough Emergency Control Centre Managers	1	6
Emergency Centre Managers	1	6
Borough Emergency Control Centre Staff	3	21
Local Authority Liaison Officers	1	8
Service Link Officers	18	153
Resilience Advisor	1	5

## 6. GOVERNANCE AND ASSURANCE

- 6.1. Locally, the Resilience Team's work is overseen by the Contingency Planning Assurance Group (CPAG), which ensures emergency and business continuity plans comply with the Civil Contingencies Act 2004 and passes information to the Executive Management Team. The group is chaired by the Chief Executive.
- 6.2. The Humanitarian Assistance Board, led by the Bi-Borough Director of Integrated Commissioning, also oversees the Bi-Borough Emergency Planning Manager (Humanitarian Assistance) and reports to CPAG.
- 6.3. The Executive Director for Environment and Neighbourhoods and Head of Service for Resilience briefs the Leader quarterly, and provides regular reports to the Joint Leadership Team, and the Risk and Control Board (EMT), which are first reviewed by CPAG.

## 7. BUSINESS CONTINUITY

- 7.1. In 2023, the Council procured new specialist business continuity software system. All 92 business continuity plans in the Council were transferred from the old platform to the new one. Each business continuity plan has an assigned owner. Officers report that Riskconnect is much easier to use than ClearView. Currently the plans are undergoing an update to fill in any gaps that were created in the migration process.
- 7.2. A Council-wide business continuity exercise, 'Exercise Reddington' was initiated on 15 December 2023. This exercise contains three risk-based scenarios. It was sent to all Heads of Service and Directors in the Council to self-complete within departments. The aim of the exercise is to validate service-level business

continuity plans and identify any gaps in the plans that need to be addressed. The deadline for completing the exercise is 14th March 2024. A post-exercise report will be presented at Contingency Planning Assurance Group (CPAG) on 18th March 2024. A post exercise review will be undertaken with any remedial actions identified.

- 7.3. A first draft of a Corporate Business Continuity Plan (BCP) was completed in January 2024 and sent to EMT, CPAG, Strategic Lead Officers (also known as 'Golds') and Tactical lead officers (also known as 'Silvers') for consultation. The aim of this plan is to provide a strategic framework for responding to a major business continuity incident.
- 7.4. In 2023, the Resilience Team reviewed the business continuity arrangements of the Resilience function itself. One single point of failure that was identified was the lack of an identified backup location for the Borough Emergency Control Centre. A suitable backup location has since been identified, stocked with the required equipment and documentation.
- 7.5. A Corporate Business Continuity Group has been set up. The aim of the group is to embed business continuity further into the Council by creating single points of contact (champions) in each department to promote and report on business continuity in their service areas. The first meeting is expected to be held in February 2024.

**8. INCIDENTS IN 2023**

8.1. There were 57 emergency events in 2023, an increase from the 38 emergency events recorded in 2022. None of the 57 events in 2023 were classified as major incidents. Predominant emergency events for 2023 included:

- a) Public safety: Hazard in a public space or environment presenting significant risk to public health and safety.

2022	2023
2 Incidents	9 Incidents

- b) Displacement of vulnerable peoples: Both the direct and indirect consequence of an incident, resulting in people needing to relocate.

2022	2023
3 Incidents	10 Incidents

- c) Fire: Incident involving smoke, heat, and flame.

2022	2023
10 Incidents	4 Incidents

- d) Flood Domestic: The contained flooding within a property such as fowl water flooding.

2022	2023
1 Incident	3 Incidents

8.2. Of the 57 incidents reported in 2023, a Local Authority Liaison Officer (LALO) was deployed five times, a Borough Duty Officer twice, an Emergency Centre was opened once, and the Borough Emergency Control Centre (BECC) was activated in response to one incident.

8.3. All these events have served to reinforce the importance of robust Major Incident Call Out arrangements and rotas. Officers are continually working to improve the way that the Council organises its out of hours resilience functions. The response to each incident has been reviewed to identify opportunities for improvement, and the operational procedures are amended and updated accordingly. A comprehensive overview of the number of incidents is maintained by the Council's Resilience team as part of our governance and assurance process.

## 9. LESSONS IDENTIFIED

9.1. After live events and exercises, debriefs and roundtable discussions are held to capture learning and identify necessary measures. The Resilience Team records these, ensures follow-up actions are taken, and reports to the Contingency Planning Assurance Group, who ensure lessons are implemented.

9.2. Lessons are also incorporated into the Major Incident Response Plan and shared with partners through the Borough Resilience Forum and the West London Sub-Regional Resilience Programme Board, further detailed in the diagram in section 6.6.

## 10. OVERVIEW OF TRAINING AND EXERCISE PROGRAMMES

10.1. The Council signed off a 3-year training and exercising programme, which is reviewed each year. The Resilience Team has provided rolling training and exercise sessions throughout 2023. This ran alongside exercise sessions including table-top and simulation. These exercises were designed to test and develop plans as well as enabling our trained staff to practice their roles and enhance their skills. Please refer to **Appendix 1** for a more detailed breakdown.

## 11. HORIZON SCANNING

11.1. The Kensington and Chelsea Borough Risk Register (published on the Council's website) is updated on an annual basis following publication of the London Risk Register produced by the National Security Risk Assessment (NSRA). This takes into consideration the likelihood and impact on the borough and the actions required to mitigate the effects, with special focus on flooding, major fire, geopolitical tension and adverse weather.

## **12. RESILIENCE STANDARDS SELF-ASSESSMENT**

- 12.1. **Appendix 2** below is the full self-assessment of how the RSL criteria are met by the Council. The self-assessment will be sent to London Councils, and there has been engagement with key officers within the Council to ensure that all sub-criteria are met.
- 12.2. The Council has internally self-assessed itself as being “established” on most criteria (see page 10). However, standard 9, Business Continuity, standard 10, community resilience and standard 11, Recovery Management, have been assessed as “developing”. Full details of this assessment process, and actions and areas of improvement, are included in the full report.
- 12.3. A West London Resilience practitioner meeting will be held in the first quarter of 2024 to share learning and good and best practice between London boroughs on their self-assessments.

## **13. CONSULTATION AND COMMUNITY ENGAGEMENT**

- 13.1. The Resilience Annual Report has been sent to internal Council officers for comment and input. The results of the self-assessment will also be discussed and shared with Resilience practitioners in other London boroughs and with organisations such as the London Resilience Group to ensure RBKC is continuously learning and improving.
- 13.2. Through 2023, the Council engaged civil society and faith organisations through the Kensington & Chelsea Faith Communities Partnership (chaired by the head of service) and through various training and engagement events as mentioned in section 5 of this report. Officers have also visited all the emergency rest centres, many of which are run by voluntary and community groups, as part of the normal regular contact.

## **14. LEGAL IMPLICATIONS**

- 14.1. The Council is a Category 1 responder under the Civil Contingencies Act 2004 and regulations made under that Act, namely the Civil Contingencies Act 2004 (Contingency Planning) Regulations 2005.
- 14.2. The legislation requires the Council, as a Category 1 responder, to fulfil a full set of duties around assessing risk and planning for civil emergencies. The legislation is also supported by statutory and non-statutory guidance which the Council is required to follow, which describes how responders can comply with the legislation and identify good practice.
- 14.3. This report details how the Council has, and will continue to, meet those duties.

## **15. FINANCIAL, PROPERTY, IT AND ANY OTHER RESOURCES IMPLICATIONS**

- 15.1. There are no direct implications arising from this report.

## 16. HUMAN RESOURCES IMPLICATIONS

16.1. There are no direct implications arising from this report.

## 17. EQUALITIES IMPLICATIONS

17.1. The Resilience Team's work programme underwent a full EQIA report in late 2022. The 2022 EqIA will be reviewed following the publication of the Grenfell Tower Public Inquiry report to ensure the Council continues to capture all learnings and recommendations relating to equality, diversity and inclusion.

17.2. From the outset of any emergency response, all incident commanders must ensure compliance with the Council's legal obligations under the Public Sector Equality Duty (PSED) – "*Public bodies are required to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.*"

17.3. This includes remaining cognisant of and ensuring the response provides for:

- any requirements for reasonable adjustments under the Equality Act 2010.
- any religious or cultural events taking place at the time, shortly before or afterwards.
- translating key information for residents into multiple languages as required and the arranging for interpreters.
- religious or cultural norms and practices, including dietary requirements, specific social and family requirements (such as expectations around men and women cohabiting).
- other physical and technological accessibility needs, including medical requirements



Beau Stanford-Francis  
**Executive Director, Environment and Neighbourhoods**

**Local Government Act 1972 (as amended) – Background papers used in the preparation of this report.**

**None**

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**Mandatory clearance requirements for all Key and Executive Decision reports**

Cleared by Corporate Finance (officer's initials)	LCT
Cleared by Legal Services (officer's initials)	JG
Cleared by Communications (officer's initials)	NT