



BRENT RESILIENCE STANDARDS

PEER REVIEW SELF ASSESSMENT

DECEMBER 2019

Contents:

- [1. Standard 1 – Risk Assessment](#)
- [2. Standard 2 – Political Leadership](#)
- [3. Standard 3 – Managerial Leadership](#)
- [4. Standard 4 – Organisational Engagement](#)
- [5. Standard 5 – Capabilities and Plans](#)
- [6. Standard 6 / 6a – Resources, Roles, Responsibilities and Quantitative Data](#)
- [7. Standard 7 – Partnerships](#)
- [8. Standard 8 – Training, Exercising and Evaluation](#)
- [9. Standard 9 – Business Continuity](#)
- [10. Standard 10 – Community Resilience](#)
- [11. Standard 11 – Recovery Management](#)

1. Standard 1 – Risk Assessment

Desired outcome:

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.

Brent Assessment of Current Position:

ESTABLISHED – with elements of advanced

1.1 Public Awareness

Brent has a population of around 340,000. It is one of London's most well-connected Boroughs in terms of transport, with thousands of visitors passing through every day. Major events also frequently take place at Wembley Stadium and the SSE Arena. To ensure that residents and visitors are provided with pertinent and easily understandable information about what the public may do to protect themselves before, during and after an emergency, Brent has produced a Community Resilience Guide (**Appendix 1**). This guide includes information about the most common specific risk scenarios (e.g. Pandemic Influenza and severe weather), common consequences (e.g. evacuations and utility disruption) as well as practical safety advice (crime and fire safety).

The guide is reviewed annually according to the Brent Borough Resilience Forum (Brent BRF) Business Plan and made available [here](#) on the London Borough of Brent website. Refinements to this document are currently under way to make it even more accessible, concise and user-friendly to our community.

1.2 Borough Risk Register – Review Process

The Borough Risk Register is reviewed annually by the core review group of the Brent BRF. The Council Management Team are also provided with the final version of the local register for consideration on a regular basis.

This risk register takes into account the complexities and densely populated nature of the local area, as well providing key consideration to sites of national importance located within the borough, such as the Wembley National Stadium, SSE Arena and the Neasden Temple.

The core review group of the Brent BRF consists of members from agencies who are designated as “risk owners” in the London Risk Register. The BRF Risk Review Management document (**Appendix 2**) describes the review process in more detail. It outlines how any Brent BRF partner can bring a new risk, or request a review of an existing risk, at any point outside of the annual review cycle.

The council additionally ensures that actual events and incidents are able to influence the risk register and accompanying planning activities. The mechanism for achieving this is outlined in the Debrief Procedure (**Appendix 3**). Even for minor incidents, where no formal post-incident report is generated, lessons are captured via informal discussion with the staff involved and recorded on the Incident Summary Log (**Appendix 4**), which is examined annually to pick up on trends, or to open learning points that have yet to be actioned.

1.3 Detailed Analysis of Risks on the Risk Register

A deeper and more detailed analysis of each risk on the Borough Risk Register comes from the council's Civil Contingencies Team. The team analyse each risk against a list of probable impacts to further derive a set of common consequences. The effectiveness of this approach has been highlighted in the February 2019 Audit Report (**Appendix 5**): *"The Council have taken a consequence-based approach to devising the emergency plans in place as opposed to creating plans for each potential incident that may occur. This allows for greater flexibility in terms of the Council's response to an incident and provides the ability for the Council to appropriately deal with all forms of incident that it may be faced with."*

In addition to identifying the impacts and common consequences of risks, the list of supporting capabilities required in every scenario, regardless of cause or impact, is also reviewed to ensure it remains fit for purpose. The full list of impacts, common consequences, specific scenario plans and supporting capabilities is kept in spreadsheet format in the Common Consequences Document (**Appendix 6**).

1.4 Local Partnerships – Collective Risk Planning

In addition to the annual review of the local register by the Brent BRF, the council maintains strong relationships with its partners and works in collaboration to conduct a number of collective risk planning activities.

For example, the council has facilitated an annual strategic-level multi-agency counter-terrorism exercise, centred around an attack at an iconic site in Wembley. This exercise involved senior leaders from both public and private organisations that operate in the Wembley area – namely, The FA, Wembley Stadium, SSE Arena, Hotels and Wembley Park Estate Management.

The Metropolitan Police Service Counter Terrorism Advisors have also delivered "Stay Safe/Run, Hide, Tell" training sessions to over 1,300 council employees over the course of two years, with the training now becoming a regular feature as part of the council's training offer.

The council continues to share information across borough boundaries which occurs as a requirement of Control of Major Accident Hazard (COMAH) regulations. There are no upper-tier COMAH sites in or adjacent to Brent, however a lower-tier site exists in a neighbouring borough and we have been provided with the safety data relating to this site.

1.5 Local Impact

When attempting to understand local impacts of emergencies on our communities and to factor these into the design of our services, the council has considered the Joint Strategic Needs Assessment (**Appendix 7**) to better understand the community it serves. This helps shape the design and nature of the services and communications style. Examples of how this translates into operational practice are noted below:

- **Older and Vulnerable Persons** – Brent has an increase in its older population and that this demographic may need extra support during emergencies. Our Identification of Vulnerable Persons Procedures (**Appendix 8**) outlines how we might quickly identify those in extra need of support. We have programmed a capability into our GIS system to be able to identify all persons over 70 who are known to the council within any given area within seconds. Similar capabilities exist for persons with disabilities such as mobility or sensory impairment.
- **Young People** – Brent has a high number of young people. This demographic is likely to be connected online and tech-savvy. Our Rest Centre Procedures (**Appendix 9**) allow people who are connected in this way to register themselves in an emergency using their smartphones. This allows staff resource to be directed to register those who are not “online” or who require assistance.
- **Cultural Diversity** – Brent is a culturally and religiously diverse borough and each group has certain customs around diet and prayers. During an emergency, we have arrangements with a supplier of emergency food to take into account residents’ dietary needs in a single order, without the need to purchase from multiple suppliers. We also ensure facilities for prayers to take place.

Other sources of information are also used to inform our planning activities. For example, it is known that mental health can be impacted during an incident and an early duty of commanders, as outlined in the Major Emergency Plan (**Appendix 10**), is to undertake an immediate Impact Assessment (**Appendix 11**) to include psychological impacts.

The council is also undertaking an exercise to recruit and train Mental Health First Aiders from existing staff to provide the necessary immediate support to those who have their mental health affected. It is expected that this will be completed during the first half of 2020.

Upcoming Key Actions:

- The council is seeking to establish an additional role of the internal Health & Safety and Resilience Committee in relation to the local risk register. The Committee could be used as another mechanism to promote awareness and drive preparedness activity in Brent.
- The council intends to refine the existing Community Resilience Guide (**Appendix 1**) with particular regard to the latest Joint Strategic Needs

Assessment (**Appendix 7**). This will present an opportunity for wider promotion of this resource to our communities, both in online (hosted on council website and website promoted in e-newsletter and Brent Magazine) and cut-down printed format. The suggested format by Communications Team is a leaflet – distributed to libraries and hubs and available as promotional material as part of any community events that the council attends.

- The council has developed a community resilience training offer in consultation with a residents group. This is intended to form part of our community resilience work stream and to be delivered to community groups. It includes risk information and will also present the opportunity for residents and community groups to engage in further discussion regarding their perceived local risks.
- The council is developing further means to share local risk information with surrounding BRF's/neighbouring local authorities outside of the West London Programme Board, where resilience, cooperation and mutual aid are standing agenda items.

2. Standard 2 – Political Leadership

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.

Brent Assessment of Current Position:

ESTABLISHED – with elements of advanced

2.1 Elected Member Roles, Responsibilities and Training

Brent has passionate and dedicated elected members, all of whom play an important role in supporting the borough's residents and council officers during an emergency.

To support elected members, the council's Major Emergency Plan (**Appendix 10**) includes guidance for all elected members. This summarises the expectations of councillors during an emergency, and is based on the London Council's Civil Resilience Handbook and the LGA Councillors Guide to Civil Emergencies. It also establishes the mechanism by which elected members should link in at the appropriate level with officers during a major incident, clearly setting out the command structure that the council adopts in response to an emergency.

Expectations of councillors around their role both before and after an emergency were reinforced at an all-councillor training event in June 2018 as part of the elected member induction programme, where the Emergency Planning College were commissioned to deliver the session, followed by a visit to the council's Borough Emergency Control Centre (BECC). Cabinet Members also receive specific media training, and social media and communications. Media and social media training is readily available to all elected members.

2.2 Emergency Planning Exercise

The council conducts regular Emergency Planning Exercises to reinforce the knowledge of roles and responsibilities, thus ensuring officers are prepared in the eventuality of a real incident.

At the latest Corporate-level Emergency Planning Exercise held on the 9 October 2019, a new exercise format was trialled that included political leadership to enhance understanding and awareness of how the council would respond to incidents. The inclusion of a group of Cabinet Members (Leader of the Council, Lead Member for Community Safety and Lead Member for Regeneration, Property & Planning) at this training event was considered a success and will be adopted for future corporate-level exercises.

One of the findings of the Exercise Report (**Appendix 12**) was that ward members would benefit from a similar, more focused exercise to enhance their understanding of their role. This has been scheduled by Executive and Member Services for 17 Feb 2020.

2.3 Scrutiny of Emergency Planning and Resilience Arrangements

An Emergency Planning Scrutiny Task and Finish Group was convened by in 2017 following a number of high-profile and serious incidents across London, including the Grenfell Tower fire, to assess and assure Brent's Emergency Response arrangements. The Emergency Planning Task and Finish Group Report (**Appendix 13**) also advised that the Audit and Standards Advisory Committee receive an annual update on the state of the council's preparedness and resilience activities annually, which has occurred annually since January 2018 (reports attached as **Appendices 3 and 14**)

2.4 Mutual Aid Arrangements

Mutual aid arrangements with other London boroughs are recognised as being important in the eventuality of a pan-London or national incident. On this basis, the council is a signatory to the Gold Resolution and Mutual Aid Memorandum of Understanding (MoU).

Brent has previously provided mutual aid to Croydon in 2014 (Rest Centre staff for flooding), Kensington & Chelsea in 2017 (various staff and physical resource for the Grenfell fire) and Ealing in 2019 (physical resource for flooding), as well as stood by mutual aid to Sutton in 2019 (Rest Centre staff for fire) although this was ultimately not required.

2.5 Supplier Resilience

With regard to supplier resilience, any tenders over the threshold are assessed by Procurement including financial viability checks. Where the nature of the contract includes response to emergencies (e.g. Highways emergencies, urgent waste removal, etc.), KPI's are developed at service level and are subject to routine contract management arrangements. It should be noted that elected members do not usually form part of the tendering assessment process, but the mechanism by which they can flag up concerns regarding the quality of the contract and any early warning signs are established.

Upcoming Key Actions:

- The council's Executive and Member service area has enhanced the current member induction programme to build in an emergency planning awareness session that will be delivered to newly elected members.
- The council will continue to promote resilience training to councillors, both via in-house sessions and the regionally arranged programme.
- The council's Procurement service is currently reviewing and updating the existing contract management documentation along with devising a training presentation on contract management. The aim is to provide a regular training session for commissioners and contract managers to reinforce their understanding and responsibilities so we can obtain the best outcomes through contract management.

3. Standard 3 – Managerial Leadership

Desired outcome:

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.

Brent Assessment of Current Position:

ESTABLISHED

3.1 Senior Leadership and Organisational Culture

The culture of Brent Council on emergency planning matters over the last four years has been transformed. From passive to proactive; from little corporate oversight and involvement to the welcoming responsibility and involvement with a distributive leadership model.

This transformation has engendered the wider senior leadership to embrace emergency planning to be part of the managers' working day. Led from the front by the Chief Executive, who ensures promotion of the need for emergency planning to be at the heart of the council, and the Council Management Team (CMT), who act as role models by actively undertaking the role of Council 'Gold' or 'Silver'.

This strong managerial leadership enables a clear emphasis and direction of travel to be cascaded to the rest of the organisation. It is a particularly high priority area for the Chief Executive who has had first-hand experience of leading and coordinating the Humanitarian response to the Grenfell Tower Tragedy. An array of other Brent officers at all levels across the organisation also aided the response, which occurred in a neighbouring borough. The response in the aftermath to Grenfell which has ingrained the importance of the resilience and emergency planning agenda across the council.

The Chief Executive is notified as a first port of call whenever the Emergency Planning Team are reacting operationally to an emergency, no matter how big or small the issue is. Other CMT members will then be notified and will visit and coordinate response sites and rest centres as and when required. The Strategic Director of Children and Young People and Strategic Director of Community Wellbeing are the nominated points of contact to lead on humanitarian assistance in the event of an emergency.

CMT now receive bi-annual reports relating to emergency planning functions (an Emergency Preparedness update in winter, followed by a review of the Major Emergency Plan in summer) and alongside other more specific reports. As an example, the most recent report heard by CMT sought senior sign-off on a building lockdown plan in response to a marauding terrorist attack at, or close by, to council premises. This plan will also be extended and offered to the borough's schools and other third-party managed sites to use, should they not have their own local arrangements in place.

3.2 Council Gold/Silver

As noted above, Council Gold cover is in place at all times via the Chief Executive or a nominated member of the Council Management Team (CMT). All of the council's Strategic Directors have received training to undertake the role of Council 'Gold' as and when required, and there is a system of cover in place throughout the year when the Chief Executive is on leave.

Since November 2017, the senior point of contact has been activated 23 times at various hours of the day and days of the week, and there has been no occasion where senior input from this tier was required but not available. This demonstrates that the system is mature and well-embedded amongst senior management.

In addition to this, a rota of senior managers has been in place since November 2017 to undertake the role of Council Silver, and provide senior operational assistance within the command structure to council gold. Senior Managers are encouraged to further their skill set in this area and many voluntarily put themselves forward.

A specific Senior Managers Group meeting (80 members – encompassing the Chief Executive, Strategic Directors, Operational Directors and Heads of Service) took place in 2017 in the aftermath of Grenfell and focused solely on emergency planning and resilience functions. This included a guest speaker from Westminster City Council and asked Senior Managers to undertake an exercise in response to a developing emergency. Loggists, at a junior level of the organisation, were also encouraged to attend by the Chief Executive in order to hone their skills and gain a greater understanding of their role in an emergency.

3.3 Organisational Resilience

Emergency Plans are allocated a plan owner at senior level who is responsible for review and maintenance, including briefing and arranging training with assistance from the Emergency Planning team.

The council learns lessons from its own exercises and response activities as well as from elsewhere via, among others, the London Resilience Lessons Learned Database. Engagement with partners regarding lessons learned from incidents is via the Brent BRF, where incidents occurring in the previous quarter are discussed.

The Emergency planning team also post information and photos on the internal council-wide social media site 'Yammer' when responding to emergencies, to give staff a greater sense of what is happening and frequently promote the sense that emergency planning and resilience functions are 'everybody's business'.

Emergency planning culture within the council has markedly shifted over the past few years to become more inclusive. Some examples of this are noted below:

- All staff training packages made available via the corporate network
- A prospectus of training (**Appendix 15**) is available to services and officers published by Emergency Planning so that services can identify their own needs based on experiences and select the content and format that suits them best

- Council-wide exercises – including a test exercise earlier this year on the dissemination and cascade of information throughout the organisation in relation to information about a fake emergency.
- Officers are encouraged to become Duty Officers or Loggists and play their part in responding to an emergency
- Officers from across the council are regularly recruited to become Emergency Response Officers and cross-trained as LALO's and Rest Centre managers. HR have recognised the important civic duty these roles undertake and, with direction from senior management, have incentivised staff to enrol in this scheme through enhanced rates of pay whilst responding and paid time off after responding
- The emergency response team are regular nominees for Chief Executive and Director's commendations and staff awards. This visible recognition and celebration of achievements raises the profile of the team, encourages interest in the emergency planning function and rightly highlights the important work of the team

3.4 Structures and Senior Manager Roles

The specific Emergency Planning function within the council is staffed by 2x FTE posts, with an additional on-call budget to retain three people on-call per week at any one time. The Emergency Planning team sits within the Regeneration and Environment department at the council with structure organised so that the Civil Contingencies Manager intentional reports straight an Operational Director given the significance of the role. The Civil Contingencies Manager will also have frequent contact with the Chief Executive directly, particularly in providing regular updates when an incident occurs.

A recent change to ensure Emergency Planning has an even higher profile is for it to be an equal partner on the council's Health and Safety Committee – recently re-titled as Health, Safety and Emergency Planning Committee. The evolution of organisation culture ensures that we continually improve the service to ensure it stays

It is understood that it is not possible to predict overtime and staffing cost spend on incidents over any financial year, therefore no budget is allocated to this. However, previous incidents that have incurred an expense in these categories have been met centrally. It is worth noting that the Major Emergency Plan (**Appendix 10**) directs commanders to consider the costs of an incident in the early stages and, if necessary, to allocate a specific cost code to this.

Upcoming Key Actions:

- Following the success of the 2017 session, an emergency planning awareness and exercise session will become a regular feature of the Senior Managers Group calendar in future.
- Regular training sessions and exercises are also planned for Council Gold, Silver, Members and Loggists following a successful a further 'desktop' exercise earlier this year.

4. Standard 4 – Organisational Engagement

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.

Brent Assessment of Current Position:

ESTABLISHED

4.1 Corporate Training

A series of training modules for all staff is available on the corporate network. These are intended primarily as general awareness-raising amongst all staff, especially those who do not have specific response roles and therefore have not had the benefit of prior training in a specific response role. Topics available include:

- Introduction to Emergency Preparedness
- Major Emergencies
- Personal resilience
- Communicating during emergencies
- Emergency Alerting and Service response arrangements

4.2 Business Continuity

The responsibility for the completion of Business Continuity Plans annually sits at service level, with assistance provided by the Emergency Planning Team in accordance to the Business Continuity Protocol (**Appendix 16**). Business continuity activities are overseen at corporate level by a Business Continuity Steering Group, chaired by an Operational Director. This group is in the process of merging with the Health and Safety and Resilience Committee to further broaden the reach of resilience agenda.

4.3 Supplier Resilience

The function for the assessment of resilience of providers during the tendering process sits with Procurement, who request Finance’s support to complete a health check on the financial viability of the company. To help support the supplier base, Procurement are considering working with the Civil Contingencies Team to understand if they can provide some guidance.

4.4 Organisational Engagement

A merger of the Emergency Communications Protocol into the Major Emergency Plan (**Appendix 10**) was completed in 2019. This is so that communication during an emergency is seen as an integral part of emergency management and not something

that occurs in isolation. The plan includes guidance for Communications Teams and communications representatives are present at all tiers of the command structure. The council actively seeks to understand the effectiveness of its response arrangements and preparedness activities. Apart from learning from live incidents and exercises, as outlined in the Debrief Procedure (**Appendix 3**), there is annual reporting to the Audit and Standards Advisory Committee (**Appendices 5 and 14**), external audits (**Appendix 5**) and participation in regional assurance processes (Interim Assurance Process, previously the Minimum Standards for London).

Upcoming Key Actions:

- To further embed preparedness and response activities throughout the organisation, each future employee's Job Description will include the following requirement as compulsory content "[...] and Emergency Planning & Awareness (including to provide assistance where available)".
- A further needs analysis will be undertaken for specific response roles and where these are allocated to a particular post, the JD for that post will reflect this requirement.
- The informal all-staff awareness modules currently available on the corporate network should be streamlined and formalised into the e-learning offer so that effectiveness of the training and its uptake can be monitored.
- Guidance to contract managers regarding effective contract monitoring practice and assessing/assuring the preparedness of providers is being developed by procurement.
- A high percentage of staff are also Brent residents and could assist with communication, developing a community response and championing resilience, with adequate support e.g. training.

5. Standard 5 – Capabilities and Plans

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.

Brent Assessment of Current Position:

DEVELOPING – alignment with new standards is underway to bring us to established

5.1 Risk Register and Common Consequences

After the completion and sign off by the BRF of the Borough Risk Register (see standard 1) each risk is assigned all consequences that can reasonably be expected to arise should the risk occur. The list of possible consequences can be found in a single Common Consequences Document (**Appendix 6**) which outlines the core capabilities, impacts and specific scenarios for which a plan is required. Each capability, impact and scenario are divided into different categories and for each category we analyse if the following exists:

- Regional multi-agency plans
- Regional Local Authority plans
- Local multi-agency plans
- Local plans
- Guidance documents

The Common Consequences Document also provides a comprehensive overview of all existing plans, procedures and documents and provides an easy gap analysis.

5.2 Major Emergency Plan

The Major Emergency Plan (**Appendix 10**) is considered the cornerstone for Brent Council's response to a major emergency. It documents the council's default activation and notification process, prompts Gold Command from the outset to consider the establishment of work stream leads, recovery coordinating groups and other sub groups, and outlines how and with whom communication will be undertaken and what factors need to be considered when providing public information. The plan is approved annually by the Council Management Team.

Standalone plans also exist which might have enhanced activation and notification processes, depending on the scenario. Guidance regarding deactivation and stand-down can be found in the Major Emergency Plan as well as the individual plans.

5.3 Monitoring

As outlined in the Major Emergency Plan, page 7 states that monitoring is "*the default state of the council at all times when not responding to an emergency.*" Brent Emergency Planning is subscribed to a number of early warning methods from

regional and national sources and distributes received information via the Emergency Planning & Business Continuity SharePoint site that generates an automated email to key personnel within the organisation.

5.4 Mutual Aid and Multi-Agency Plans

Mutual Aid can either be requested via the sub-regional Mutual Aid Agreement, or via the regional MoU between London Local Authorities via the LLACC. Some voluntary sector partners are engaged via the Brent BRF and/or via the regional Voluntary Sector Capabilities Document.

Where good practice suggests, multi-agency plans are developed at BRF local level and the following are currently maintained: BRF Incident Coordination Action Card (**Appendix 17**) BRF Influenza Pandemic Plan (**Appendix 18**) and a Multi-Agency Flood Plan (**Appendix 19**). Where regional level multi-agency plans are sufficient to guide the local response these are brought to the BRF for familiarisation and ensuring roles and responsibilities are clear and understood by all members.

5.5 Other Procedure Documents

The Identification of Vulnerable Persons Procedures exists and is cross-referenced in other plans if the capability is required.

The Debrief Procedure (**Appendix 3**) outlines the internal as well as the multi-agency debrief process and includes the debrief forms as annex.

With the change in standards, boroughs are not required to have a set list of plans but rather derive what plans are needed through the Borough Risk Register. Over the next planning cycle, existing plans will be assessed to see if they are still necessary, can be combined or should be changed in any other way. The Evacuation, Transport and Shelter plan (included in Rest Centre Procedures - **Appendix 9**) has already been collated as a result of this.

Upcoming Key Actions:

- With the change in standards, boroughs are not required to have a set list of plans but rather derive what plans are needed through the Borough Risk Register. Over the next planning cycle, existing plans will be assessed to see if they are still necessary, can be combined or should be changed in any other way. The Evacuation, Transport and Shelter plan has already been collated as a result of this.

6. Standard 6 & 6A – Resources, Roles, Responsibilities and Quantitative Data

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.

Brent Assessment of Current Position:

ESTABLISHED

6.1 Strategy and Planning

The council maintains a robust suite of documentation designed to inform and guide senior managers in supporting emergency planning activities and on their roles and responsibilities in the eventuality of an emergency.

- The Major Emergency Plan (**Appendix 10**) contains guidance for senior management regarding strategy setting and decision control following the JESIP principles. This in accordance with an Emergency Planning College (EPC) occasional paper titled “Controlling your Crisis”. Gold and Silver tier officers are given the opportunity to exercise strategy setting and tactical planning at the regular corporate level exercise (detailed in standard 2).
- The communications activities during an incident are also outlined in the Major Emergency Plan. The Communications team has a permanent out of hours on call phone number, which can be found on the Internal Brent Emergency Contact List which is, in turn, circulated to senior management and responders.
- The Business Continuity Protocol (**Appendix 16**) guides the Business Continuity process in the occurrence of a borough emergency. Service Heads have been given the opportunity to improve and refine their BCPs, and this year the BCPs were made available to the Heads of Service via sharepoint, which allows greater accessibility, enhances ease of collaboration and amendment.
- The Brent Evacuation, Transport & Shelter plan (included in rest centre procedures - **Appendix 9**) outlines in one concise document the different options of transporting and sheltering evacuees. The council uses a GIS mapping software called “statmap”, which contains the record of suitable shelter venues. Currently, 47 venues are identified and are a mix of council owned, places of worship, community centres and hotels allowing for the best possible option to be chosen depending on the scenario. The statmap record includes name, address, capacity, notes and contact details which are updated biennially.
- The Brent Humanitarian Assistance Plan outlines the ability to open and operate a HAC within the agreed timescale.

- A Training and Exercising record (**Appendix 21**) is kept by the Emergency Planning team, detailing which staff members have been trained and/or exercised for the various core emergency response roles.

6.2 Resourcing

The London Borough of Brent has a permanently equipped BECC, which operates at level 1 at all times through a combination of physical staffing and duty officer on-call arrangements out of hours. Emergency Planning and Environmental Teams are based in the BECC routinely and continuous use of the facility in this manner ensures all equipment is in working order, supplies are stocked and any equipment faults are noted and rectified immediately. The BECC is one of the few Civic Centre offices, which operates on UPS and generator back up. An annual black building test ensures these arrangements function correctly.

As noted above, a stock of emergency equipment is kept on site. This includes PPE, immediately required shelter supplies and ICT. Larger stocks of bulkier items are kept at an off-site store for collection as required.

Emergency Planning maintains an on-call rota (**Appendix 20**) for two Emergency Response officers, one Emergency Duty Officer and one Silver which are on call for seven days at a time. The current rotas and contact lists of staff are kept in both electronic and hard copy to ensure accessibility and resilience at all times.

Dedicated decision loggists are trained and ensure that decisions made by Gold are documented. During Brent's periods at being primary London Local Authority Gold (LLAG) a separate on-call rota is drawn up for the decision loggists to ensure availability at all times.

The Director of Property and Assets is the nominated director level representative for the London Borough of Brent at the sub-regional group. The role and function of the group is outlined in the terms of reference (**Appendix 24**).

Upcoming Key Actions:

- With further physical storage becoming available at the Civic Centre imminently, selected supplies currently held off-site will be brought and stored at the Civic Centre to ensure the full range of emergency supplies is available at both storage sites in case one is inaccessible.
- Heads of Services are well versed in Business Continuity, however their roles during civil contingencies as well as the role of the service link officers require further training and development. Training is available on line (Service Link Officer module) and will be streamlined into the formal training package as outlined in Standard 4.
- In order to maintain current staffing levels, recruitment is routinely undertaken and currently 11 new Emergency Response Officers are being trained.

7. Standard 7 - Partnerships

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.

Brent Assessment of Current Position:

ESTABLISHED

7.1 Partner Engagement

The council is supportive of a collective and collaborative approach with partners to risk management and emergency planning activities. The council is represented on a number of boards, fora and emergency planning exercises to support and augment an Integrated Emergency Management approach.

- As outlined in section 1.4 of this self-assessment, the council has facilitated an annual strategic level multi-agency counter-terrorism exercise, centre around an attack at an iconic site in Wembley. This exercise involved senior leaders from both public and private organisations that operate in the Wembley area – namely, the FA, Wembley Stadium, SSE Arena, Hotels and Wembley Park Estate Management.
- The Metropolitan Police Service Counter Terrorism Advisors have also delivered “Stay Safe/Run, Hide, Tell” training sessions to over 1,300 council employees over the course of two years, with the training now becoming a regular feature as part of the council’s training offer.
- The council continues to share information across borough boundaries which occurs as a requirement of Control of Major Accident Hazard (COMAH) regulations. There are no upper-tier COMAH sites in or adjacent to Brent, however a lower-tier site exists in a neighbouring borough and we have been provided with the safety data relating to the site.
- The council is represented at the Brent Resilience Forum (BRF) by the Brent Civil Contingencies, Community Safety and Public Health teams. The BRF is the primary mechanism by which partners engage regarding emergency and resilience matters. It is at this forum that agencies brief one another regarding organisational and operational changes that are relevant to other partners.
- Cross-border engagement exclusively on emergency planning and resilience matters occurs strategically by sub-region at the West London Programme Board (these boards feed into the Regional Local Authorities Panel) and operationally at West London Emergency Planning practitioner meetings.
- An annual exercise, Exercise Fadden, jointly run with Harrow provides insight into the issues that present when an incident affects more than one Local Authority and how cross-border incidents could be better managed.

- Brent also has strong Neighbourhood Forums, with Neighbourhood Plans, as well as a network of private, housing and Resident Associations, as well as and Business Forums and Associations. These are being explored at a very local level, including a possible role with the identification of vulnerable persons, coordination of community volunteers and the Community Resilience training referred to in Standard 1. Similarly, the Voluntary and Community Service is being considered for communication and reach into the diverse communities of Brent.

The Emergency Planning team has also been promoting the emergency preparedness message to a number of groups and forums recently. These sessions have all been directly-delivered by the emergency planning team at regular network and forum events or at specially arranged events and include:

- Emergency Table-top fire exercise at Brent Housing Providers Forum (LFB also attended this at the request of Brent Emergency Planning)
- Emergency Table-top fire exercise on site at a local TMO (LFB also attended this at the request of Brent Emergency Planning) - This site had a fire a few months after this exercise and feedback from the management team was that the training was invaluable.
- Business Continuity and emergencies presentation at Brent Teachers Panel
- Business Continuity and emergencies presentation at Brent National Education Union
- Emergency Awareness and the role of faith communities' presentation at the Brent Multi-faith forum
- Presentation and information stall at the International Day for People with Disabilities
- On site delivery of table-top business continuity scenarios at a number of Brent Schools to help them test and better understand their emergency procedures

The Multi-Faith Forum also provides a related opportunity to tie into local level plans with the identification of places, as well as people, who could be part of emergency plans. Regional work by, for example, London Borough Faith networks is also paying dividends in Brent. As a result of this, local churches in Brent are contacting the Emergency Planning Team to offer their venues to appear on our list of emergency shelter venues and explore ways in which they could assist during an emergency. Coupled with the Community Resilience Training, this could be a strong and well-prepared network not only to assist with any response to an emergency, but also to help promote the preparedness and resilience message within their own networks of people and communities.

Upcoming Key Actions:

- Identify further networks and engage regarding awareness training and to cultivate relationships.
- Include additional representatives from the voluntary and faith sectors at the Brent BRF.
- Include the Brent Neighbourhood Managers in local planning activities.
- The Disability and Pensioners Forums are also being considered for potential future engagement.
- Improved monitoring of supplier partners via feedback mechanism for reporting to central department (Procurement) supplier of contract issues for awareness during future tendering exercises (potentially in a lessons learned database).

8. Standard 8 – Training, Exercising and Evaluation

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.

Brent Assessment of Current Position:

ESTABLISHED

8.1 Organisational Resilience Capabilities

Apart from the training, exercising and evaluation activities mentioned elsewhere in this document, initial analysis of roles within the council and appropriate learning and development activities to support the organisation's capability for resilience has been undertaken and the following training and exercise programmes are in development/ on offer:

a. **Strategic leadership / councillors and members**

Regional programme pilot (as referenced in Standard 2) For emerging strategic leaders identified as part of succession planning there will be a reflection within their Personal Development Plan (PDP) to ensure that learning activities are undertaken to ensure an understanding of responsibilities and implementation.

b. **Specific roles i.e. Emergency response officers**

Will have access to appropriate training commensurate with their role, the scope of which will be decided within their PDP.

c. **Volunteers**

Work is commencing with the Emergency Planning team to support the development of a bank of volunteers to improve the council's capacity and organisational resilience. A bespoke recruitment and training programme will be developed to support the development of volunteers.

d. **All staff**

An e-learning module will be developed which will be rolled out as part of the essential training that all staff undertake as part of their orientation in the council. Uptake and completion will be monitored through the Learning Hub. Staff duties and responsibilities will also be part of the induction programme which all staff attend within their first 3 months of commencing work within the council.

e. **Staff involved in an incident**

A package of interventions to support staff who have been involved in an incident is already on offer within the council including Mental Health First Aiders, Talking Therapies Mindfulness workshops, Talking Therapies Stress Awareness Workshops and Mental Health Awareness workshops.

9. Standard 9 – Business Continuity

Desired outcome:

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

Brent Assessment of Current Position:

ESTABLISHED

9.1 Business Continuity Management

Business Continuity Management is governed by the Business Continuity Protocol (**Appendix 16**) and overseen by the Business Continuity Steering Group. Work is currently underway to merge this group with the Health & Safety Committee so that the business continuity and resilience agenda assumes a higher profile within the organisation.

The Corporate Business Continuity Plan is the core operational response document for internal business continuity disruptions, in the same way that the Major Emergency Plan (**Appendix 10**) is for emergencies in the community. Both plans reference one another in recognition of the impact that an emergency can have on business continuity.

Business Continuity planning by all services takes place annually. From 2014-2018, this has been achieved by annual face-to-face meetings between each Head of Service and the Emergency Planning team. This format allows discussion and any briefing/training regarding Business Continuity to take place directly. The process has been kept static over these years to allow the processes to embed and the Business Continuity Programme to mature.

For 2019, plans have now been made available via SharePoint, allowing those Heads of Service who do not feel they require direct support the opportunity to self-service. Hosting the Business Continuity Plans in this way is also seen as an opportunity for both within and cross-service collaboration. A further benefit of the online system is that all Business Continuity Plans are now all hosted centrally, aiding accessibility.

9.2 High Impact Scenarios

Certain specific, high-impact business-continuity scenarios require joined up central planning that cannot be achieved at individual service level, for example the loss of the Civic Centre. Specific plans for these scenarios are developed by the emergency planning team using data provided by services in their individual plans. At each corporate level emergency exercise for senior leadership, a Business Continuity impact that needs to be managed alongside the emergency is included to ensure the two elements are considered equally and managed effectively.

Upcoming Key Actions:

- Procurement are currently reviewing and updating the existing contract management documentation along with devising a training presentation on contract management. The aim is to provide a regular training session for

commissioners and contract managers to reinforce their understanding and responsibilities so we can obtain the best outcomes through contract management.

10. Standard 10 – Community Resilience

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.

Brent Assessment of Current Position:

DEVELOPING – Though in some parts established

10.1 Community Engagement

The council is proud of the borough's cultural diversity and it takes its role in supporting all of its communities very seriously. For this reason, the council has opened a number of channels to support individuals, businesses, community networks and voluntary organisations to behave in a resilient way and to be able to act as a support to other members of the public in the case of an emergency. Some of the key engagement channels are noted below:

- Brent maintains a public facing **emergencies page** with advice, contacts and other resource for residents and businesses to make use of, including the **Community Resilience Guide** (outlined in Standard 1).
- A **Voluntary Sector Capabilities** document produced by London Resilience, outlining the resource available from the voluntary sector during an emergency, is available to inform Local Authority awareness.
- Brent hosts a **Community Directory** on the internet, serving to link organisations both to the council and to one another, and to highlight the services available in the community.
- Brent commissions the local CVS to build the capacity of smaller local VCSE organisations to support community engagement and champion the voice of the sector in the borough.
- The Brent Multi-faith forum is a closed group (unlike the Pensioners' and Disability Forums), with a representative of the main Faiths attending and disseminating information. Emergency Planning has presented to the forum regarding our role and how the faith sector can support the response to an emergency.
- Brent maintains a business network database of over 1,500 subscribing organisations, which is currently used for communication and networking purposes.
- A dedicated group of four Town Centre Managers provide personal contact with businesses across 9 town centres in Brent which is another network that could

be used to build relationships concerning emergencies and assistance. Brent is also represented by the Town Centre Managers at 8 High Street Business Associations.

- A new business events programme - Brent for Business – is being launched in the New Year of 2020, including a Business Expo aimed at support, advice and networking with over 200 micro, small and medium enterprises in the borough. Information can be provided at the event to inform small businesses to support them with emergency management.
- A Donations Management protocol (**Appendix 22**) is in draft which includes how offers of goods, skills and labour from groups and individuals as well as the process by which spontaneous volunteers within the council could be coordinated.

Upcoming Key Actions:

- Use the existing networks as a means to promote discussion and understanding about emergencies and resilience as well as develop relationships. Tailor the community resilience training offer to suit the business sector. An opportunity for business engagement has been identified at the Business Expo seminars in March 2020 and discussions between the ESS Team and Emergency Planning will explore this opportunity further.
- Asset mapping to identify places and groups best placed to play a role, and to engage with these through some of the forums, associations and other such processes mentioned.
- The registration of Community Response Team Volunteers will be reviewed to consider how Brent reaches and communicates with the range of foreign-language speakers the borough welcomes. The new Volunteering Strategy offers an opportunity to connect to and work with volunteers. Likewise, the development of a pool of Community Champion volunteers from within the emerging communities in the borough (Eastern European and South American), who have access to these groups and speak the relevant languages in addition to English.
- Promotion of existing resource through the networks listed above as well as a link to the online resource to be included in a ratepayer's newsletter going out in Jan 2020. Explore the role of the Council Community Volunteer Coordinator (primarily for BOC 2020) to see whether legacy volunteers could form part of our arrangements. There is a LBOC volunteer person, and a volunteering lead in Strategy and Partnership, who is developing a strategy. This includes volunteers with a language additional to English as mentioned. This group, and the links to emerging communities, could be of value and engagement can be considered alongside working with the VCS and any asset mapping.

11. Standard 11 – Recovery Management

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 ultimately closedown the recovery phase of emergencies.

Brent Assessment of Current Position:

DEVELOPING

11.1 Brent Recovery Plan

The Brent Recovery Plan (**Appendix 23**) outlines recovery management arrangements in place to support the community following an emergency. It ensures that community perspectives are both sought and considered to ensure a holistic approach.

In larger incidents, the Brent Recovery Plan makes provision for the establishment of specific sub-groups, e.g. Business & Economic sub-group. Each group has a detailed Terms of Reference and a detailed Impact Assessment Template is provided as a guide.

Recovery matters are also considered at the earliest opportunity and are, therefore, included on the Council Gold Group sample agenda within the Major Emergency Plan (**Appendix 10**) as an initial consideration.

11.2 Recovery Management

Recovery commences at the outset of every incident with the completion of the impact assessment template mentioned in Standard 1 as part of the Major Emergency Plan. Admittedly Brent, in common with most other London Boroughs, has had limited recent experience of real-world protracted and complex recovery operations. The most complex recovery operation was after a tornado in 2006, which caused damage to approximately 100 properties, with around 30 severely damaged. A substantial debris clearance, programme of structural surveying, traffic management and resident communication and assistance programme (primarily centred around liaison with insurers and financial relief) was developed to support those affected.

More recently, Brent was involved during the tragedy at Grenfell, with the establishment and operation of the Friends and Family Assistance Centre as part of the humanitarian assistance piece, which straddled both response and recovery phases.

At the time of writing, Brent is also supporting the recovery of 7 households who lost their homes and possessions in a recent, serious fire. Support thus far includes an emergency cash grant, purchase of new clothing items, emergency accommodation (with support into alternative accommodation ongoing), paid-for travel to

appointments, advice on mental health and support available through the NHS, liaison on their behalf with police and landlord as well as providing as central point of contact within the council to keep them up to date about the situation.

Mutual aid is factored in via both sub-regional and regional agreements, if necessary. A flooding exercise at Senior Manager Group in 2017 had a specific recovery focus to ensure that recovery is not overlooked, embed the message that Recovery is led by the Local Authority and ensure that Recovery is not underestimated in its potential scale and complexity.

Upcoming Key Actions:

- Potential for future exercise to be dedicated solely to Recovery without the response phase being examined at length.

Supporting Documents:

Appendix 1 – Community Resilience Guide
Appendix 2 – Borough Resilience Forum (BRF) Risk Review Management Document
Appendix 3 – Debrief Procedure
Appendix 4 – Incident Summary Log
Appendix 5 – February 2019 Audit Committee Report
Appendix 6 – Common Consequences Document
Appendix 7 – Joint Strategic Needs Assessment (2015)
Appendix 8 – Identification of Vulnerable Persons Procedures
Appendix 9 – Rest Centre Procedures
Appendix 10 – Major Emergency Plan
Appendix 11 – Immediate Impact Assessment
Appendix 12 – Gold/Silver Table-Top Exercise Report
Appendix 13 – Emergency Planning Task and Finish Group Report
Appendix 14 - January 2019 Audit Committee Report
Appendix 15 – Training Prospectus 2019/20
Appendix 16 – Business Continuity Protocol
Appendix 17 - BRF Incident Coordination Action Card
Appendix 18 - BRF Influenza Pandemic Plan
Appendix 19 - Multi-Agency Flood Plan
Appendix 20 – On call rota
Appendix 21 – Training and Exercising Record
Appendix 22 – Management Protocol
Appendix 23 – Brent Recovery Plan
Appendix 24 – West Sub Region Terms of Reference