



**Audit and Standards Advisory  
Committee**  
29 July 2020

**Report from the Strategic Director  
of Regeneration and Environment**

**Lessons Learned from the COVID-19 Response**

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non-key
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
<b>No. of Appendices:</b>	1 Appendix A: Report: Lessons Learned During Response to COVID-19
<b>Background Papers:</b>	None
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## **1.0 Purpose of the Report**

- 1.1 This report and accompanying Appendix brings to the attention of the committee the response activity undertaken by the council during the response phase of the COVID-19 Pandemic as well as some of the lessons and learning as a consequence.

## **2.0 Recommendation(s)**

- 2.1 Consider and note the information contained in this report

## **3.0 Detail**

### **3.1 Debrief Procedure**

- 3.1.1 Brent has a well-established procedure for capturing the lessons and learning opportunities presented by Major Incidents. The methodology of debriefing

includes an emphasis on timeliness of debriefing to ensure that time delays do not inhibit or prevent meaningful learning.

3.1.2 Debriefs typically occur at the conclusion of any Major Incident however the nature of pandemic incidents is one where no such clear delineation exists and therefore, to avoid losing the valuable opportunities for learning our experience in this incident has provided us to date, in June the Council Management Team commissioned a report to capture the salient learning points around our response to the pandemic thus far.

3.1.3 Due to the ongoing nature of the incident, the report recommends that a further debrief/learning exercise be done, at an appropriate point in future, to capture any learning in the intervening period and to build on the initial learning highlighted in this document.

3.1.4 From an organisational learning perspective, debriefing provides the following opportunities:

- It provides validation and assurance of plans and processes that hitherto may have remained untested by real-world scenarios
- It allows identification of areas where existing plans or processes require modification or review of planning assumptions to reflect actual experience
- It prompts consideration of plans or processes which did not exist prior and should be developed and incorporated into future practice

## **3.2 Actions**

3.2.1 At a meeting of the Corporate Management Team on 09/07/2019, the report was discussed and it was noted that many of the actions in response to the learning were already under way or already in place. The actions occur at four levels within the council:

- The Council Management Team on policy matters where policy is an enabler for supporting and building resilience. Examples include the Flexible Working Policy, IT Strategy etc.
- Senior Management to progress existing action plans within Directorates under the Council Recovery themes of Restore, Reinvent, Retain and Remove.
- At service level in terms of the annual cycle of Business Continuity Planning, to include in service Business Continuity plans the strategies and options which have been used for the first time during this incident and could be applied in future.
- Within the Emergency Planning Team to validate, modify or further develop our suite of emergency plans with the added benefit of first-hand, real-world experience.

## **4.0 Financial Implications**

4.1 Nil

**5.0 Legal Implications**

5.1 Nil

**6.0 Equality Implications**

6.1 Nil

**7.0 Consultation with Ward Members and Stakeholders**

7.1 N/A

**8.0 Human Resources/Property Implications (if appropriate)**

8.1 N/A

**Report sign off:**

**Amar Dave**

Strategic Director of Regeneration  
and Environment