IAP Self-Assessment Record (Brent)

					Boroughs to complete columns F, G and, where required, H		
			Boroughs do not complete columns A-E				
#	Category	Requirement	Supporting information	Assurance expectations	Assurance Response	Rationale and Evidence	Notes
1,1	Governance	The authority has taken to Corporate Management Board a paper that outlines how it will improve resilience, taking into account the EP2020 targets	In doing so, the Local Authority has ensured senior management is aware of the pressures facing, and recommendations to enhance, Local Authority resilience in preparation for the anticipated challenges of the next decade. April 2018 revised edition of EP2020 includes the recommendations from the Sean Ruth report.	**Established:** Paper to Corporate Management Board on the improvements required to resilience, which incorporates relevant EP2020 targets. **Advanced:** Local, borough-level work plan to deliver EP2020 targets. **Evidence expectations:** Minutes of Corporate Board meeting or email from CEO confirming approval of EP2020 targets.	Established	Brent is largely compliant with the EP2020 recommendations. As such, the approach has been to deal with the elements individually as they arise, many of which require further input from the centre according to the implementation plan. CE well-sighted on EP2020 via CE liaison Officer, LAP, WL Resilience Group and CELC. Leader briefed in advance of this item at London Councils.	
1,2	Governance	The authority has a Director with responsibility for resilience	Reporting into Corporate Management Board and holding budgetary responsibilities, Directors are best placed to drive forward improvements in resilience. This should include EP2020 targets that are for implementation at the local/borough level. This is likely to be the Director who attends the sub-regional grouping meetings.	**Established:** Board assigns the responsibility for resilience to a Board-level Director. *Evidence expectations: Minutes of Corporate Management Board meeting or email from CEO confirming the lead Director for resilience*	Established	The Strategic Director Resources has responsibility for Emergency Planning and Resilience. This Director also attends the sub-regional meetings and chairs the quarterly Business Continuity Steering Group meetings.	
1,3	Governance	The authority has a suitable governance structure for resilience, under which it can implement resilience across the organisation	A defined governance structure for resilience, with links to the Director with responsibility for resilience, through which the local-level improvement plan is monitor and steered. The structure may be stand-alone or incorporated into existing structures. For the latter, terms of reference should include responsibilities for resilience.	**Established:** An agreed governance structure for resilience. *Evidence expectations: Documented governance structure, which may be in the form of a flow diagram, terms of reference for relevant groups and committee and/or an email from the CEO that confirms the governance structure for resilience .*	Established	Governance follows departmental structures, driven by the Council Management Team and overseen by the Chief Executive. Annual report regarding Emergency Preparedness to Audit Committee. A stand alone group with ToR and representation spanning the corporate resources directorate, exists for Business Continuity and is chaired by the Strategic Director Resources.	

2,1	Standardisation	Corporate Management Board has approved the transition to a standardised approach	This includes:
			• Amending the Borough's Generic Emergency Plan to align with the LLA Concept of Operations (CONOPS) and the Standardised Emergency Plans
			• Introduction of the Standardised arrangements, covering:
			  oBECC Management Procedures
			  oLocal Authority Liaison Officer Procedures
			  oEmergency Centres Plan and the four Standard Operating Procedures (Survivor Reception Centre; Rest Centre; Family & Friends Reception Centre; and Humanitarian Assistance Centre)
			• Training LA staff in the above Emergency Plans, using the standardised training course content
			
			Transition must complete by September 2019.
				Established: Board briefed on the timeline for standardisation and has approved the proposed changes and timescales.
				
				Evidence expectations: Minutes of Corporate Board meeting or email from CEO.
					Established	No single overall briefing (as per 1.1) but as milestones in the Standardisation Implementation Plan are reached, corporate board is kept apprised. Thus far CONOPS has been briefed and currently BECC standardisation is the subject of a separate paper to the board.	

2,2	Standardisation	The authority has sufficient local resources to deliver the transition activity within the timetable agreed by the Local Authority Panel (LAP).	Implementation is expected to take place from July 2018 to September 2019, concluding with Exercise Preparer 2019. LLA CONOPS (and amendments to Generic Emergency Plan), BECC Management Procedures and LALO in first tranche (July 2018-May 2019). Emergency Centres in second tranche (May-September 2019) Transition must complete by September 2019.	**Established:** The organisation has evaluated that it has available the necessary resources required for transition to standardisation. *Evidence expectations: Documented programme of work, identifying the volume of activity and the resource(s) designated to complete each phase of work.*	Established	Approach will follow Standardised Implementation Plan V3 and be delivered by the current EP resource.	Resource requirements to administer standardisation will be met within existing EP resource and proceed according to the timetable proposed in the Standardised Implementation Plan
3,1	IRC - notification, situational awareness, assessment and activation	The authority is able to maintain a 24/7 watching brief for signs of an incident. This includes a 24/7 single point of contact to whom notifications of emergencies may be issued by other agencies.	Single point of contact may include a call centre, duty officer or similar. Where a caller leaves a message, it is returned within 5 minutes. Links with 'Monitoring': LLA CONOPS, paragraph 24(i).	**Established:** A robust, 24/7 single point of contact that is trained to receive notifications of incidents and use METHANE to record and then forward the notification information. *Evidence expectations: Detail of the 24/7 point of content within the Generic Emergency Plan, approved by Corporate Management Board. Records of staff training for relevant emergency response staff. Exercise record, validating the robustness of the process.*	Advanced	>Major Emergency Plan (Last reviewed 2017 and currently under review to incorporate CONOPS) >Duty Officer and Silver Handbook (Last reviewed 2018) >Duty Officer monthly meeting minutes	24/7 Emergency Duty Officer on call. Direct number provided to emergency service partners. Council call centre provided rota in advance. Rota lists alternative numbers and off-duty officer numbers in case no contact is made with the primary on-call. Borough profiles document current.

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3,2	IRC - notification, situational awareness, assessment and activation	Prior to activating its emergency response arrangements, the authority can gather information about a potential (nearby) incident and, where required: - assess the strategic impact and brief Council Gold; - give an early warning to its services; and - share information about the incident with partner organisations (local and regional)	This is likely to be carried out by a duty officer, such as Council Silver and/or LALO. This person receives the initial notification of a potential/nearby incident and take steps to understand its potential scale. Mechanisms exist to notify core council services of the incident. Core council services have a 24/7 single point of contact for incident notification. Mechanisms exist to assess the strategic impact and brief Council Gold. Mechanisms exist to be able to share information about the incident with other organisations within the borough and across London, including via the London Local Authority Coordination Centre (LLACC). Links with 'Information Sharing and Communications': LLA CONOPS, paragraph 24(ii).	**Established:** Officers with this responsibility have been trained and the process tested to gather information about a new/potential incident and the deployment of a council response/activation of council resources. *Evidence expectations: Generic Emergency plan or associated procedure details how the authority gathers information about an incident, assesses the impact of the incident and alerts its service areas/departments. Generic Emergency plan or associated procedure details how the authority shares information with partner organisations. Records of staff training for relevant emergency response staff. Exercise record, validating the robustness of the process.*	Advanced	>Major Emergency Plan >Emergency Communications Protocol >Duty Officer and Silver Handbook >Locally agreed (BRF) Multi-agency Incident Coordination and Alerting Action Card	Duty Officers will >use LALO to gather on scene information >use external contact list to make contact with external agencies to gather information >Alert on call Silver, Gold and Comms team as a default position (either for info or to activate) >Alert required on call services via on call rotas >mass message the organisation on instruction from Gold (to alert or instruct) >Provide an initial Situation Report (METHANE) to the chain of command as soon as is practicable >undertake initial public advisory by posting to council twitter feed (until comms officer is in place)
3,3	IRC - notification, situational awareness, assessment and activation	Following declaration of a Major Incident, the authority can escalate its operational arrangements to Level 3 'Incident Response and Coordination' within 120 minutes/2 hours.	Within this timescale, it is suggested the Boroughs can meet the following sub-timescales: • 30 minutes - Council Gold and Council Silver to be available to receive a briefing about the incident, either over the telephone or face-to-face. • 60 minutes - deploy a LALO to the scene to attend the Forward Control Point (MSL 2016) • 120 minutes - provide the core BECC functions of borough Situational Awareness, Information Management and resource coordination (as defined in the standardised BECC Management Procedures and LLA CONOPS). • 120 minutes - Council Gold and Silver Groups able to convene (teleconference or face-to-face) • 120 minutes - notify, brief and deploy the department-level response Links with 'Incident Response and Coordination': LLA CONOPS, paragraph 24(iii), with timings taken from MSL 2016 and LLACC Operating Procedures where previously defined. Core command and control structure is detailed in the LLA CONOPS, Appendix A.	**Established:** Demonstrable evidence that the authority has a plan which it can implement to be able to activate its arrangements within the defined period of time following declaration of a Major Incident. *Evidence expectations: Generic Emergency plan or associated procedures/plans sets out the organisation's C&C Structure, plus details the activation processes for the roles, including checklists/action cards providing details of staff initial and ongoing activities. Records of staff training for relevant emergency response staff. Exercise record, validating the robustness of the process. NB. If your borough works to different timescales, please provide these in your response. This includes: Council Gold; Council Gold Group; Council Silver; Council Silver Group; Resilience Advisor; Loggist; BECC; LALO.*	Established	>Major Emergency Plan >Internal Contact List (updated quarterly) >Duty Officer and Silver Handbook >Silver and response officer rota	>Gold and Silver on call at all times (Gold Chief Executive or nominated deputy by default, Silver by a rota, Duty Officer by rota, LALO by rota, Rest Centre Manager by rota) >Contact list maintained for above roles to allow one-to-one communication >Pre-established conference call number set up ready for use to allow "all informed" briefing/coordination >LALO's selected to live within 60 minutes travel time of Brent >All staff have full remote working capability so coordination and information management begins immediately without being tied to a physical location >Duty Officers selected to live within 60 mins of Brent to allow travel to and opening of initial BECC >CCTV staff trained to act as basic call handlers and information officers (on shift at the Civic Centre 20 out of 24 hours)
3,4	IRC - notification, situational awareness, assessment and activation	The authority is able to deploy core departmental services in response to an emergency for at least the first 48 hours of an incident	These services include: • Communications • Highways • Building Control • Environmental Health • Social Care Departments maintain Business Continuity Plans and other emergency procedures which define their role in the response to a civil emergency, while maintaining the provision of core services to residents outside the emergency response.	**Established:** Departments maintain a system/process by which they can be notified of and respond to an incident, and can maintain their response for at least 48 hours. *Evidence expectations: Departmental plan(s) or associated procedures/sets out the way in which the Department activates and provides its services for 48 hours. Records of staff training for relevant Departmental emergency response staff, showing numbers to cover 48 hours. Exercise record, validating the robustness of the process to activate and then maintain services for up to 48 hours. Departmental Business Continuity Plans which detail critical services and how these will be maintained in the face of pressure from the emergency response and where a Department's operations are directly affected by the emergency e.g. total loss of a care home from fire.*	Established	>Service Level BC Plans, updated annually. >Current up to date On call rotas (provided to EP as produced, weekly, monthly, quarterly) >Internal Contact list (updated quarterly) >Annual mass notification Comms Test results (Jan 2018) >EP Plan Tracking and briefing matrix	>Each service maintains a Business Continuity Plan, updated annually. >All essential services maintain a 24/7 on call rota >All senior management grades contact details are kept by EP in a resilient environment and programmed to a mass messaging system to allow mass notification in an emergency. >Emergency Plans have designated departmental or service owners and are subject to a schedule of review

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3,5	IRC - decision making and recording incident information	**Gold and Silver levels can make and record decisions in a consistent manner**	A defined and documented decision making process, in which it is made clear what decisions need to be recorded and how decisions should be made and recorded. Process is applicable to the Gold and Silver levels within the local authority's command and coordination structure. Example decision making processes included the JESIP JDM - https://www.jesip.org.uk/joint-decision-model Good practices suggests the record of a decision should be uniquely numbered and, as a minimum, captures: • The decision required • Situation at the time of the decision (i.e. the context of the decision) • The options and whether each option was chosen and the rationale for this • Name, role and signature of the person making the decision • Time & date of the decision	**Established:** A procedure that guides decision making, including a decision log template, for Gold and Silver level staff. Relevant staff have been trained in the procedure, and have demonstrated their ability to adhere to procedure. *Evidence expectations: Generic Emergency plan or associated procedure details how the authority makes and records decisions. Template Decision Record. Records of staff training for relevant emergency response staff. Exercise record, validating the robustness of the process.*	Established	>Major Emergency Plan	>Major Emergency Plan contains an Aide Memoir for Gold and Silver staff regarding strategic decision making, objective setting etc. >Currently no template exists in the format suggested and reliance is currently on personal logging and loggists to record this >A decision-making template will be developed to include the suggested headings
3,6	IRC - decision making and recording incident information	**The authority maintains personal logs for decisions and actions**	Log should capture events and actions specific to a role in relation to an incident. It may be either electronic or paper based with a suitable back-up log available. There should be a clear process by which the authority can retain information relating to the incident (including the Incident Log).	**Established:** Incident Log (primary and backup) either paper or electronic, with staff trained in its use and a process by which the log is retained after the conclusion of the incident. *Evidence: Template personal log (primary and backup). Training records for staff the BECC Loggist. Documented process through which incident information is retained, including the log. Exercise record, validating the quality of the log keeping. Repository of information relating to all previous incidents.*	Established	>Incident Log book	Suggested template log book from Standardisation programme in use. Issued to responders (LALO's and Rest Centre Managers) in paper form. Available electronically also.
3,7	IRC - decision making and recording incident information	**The authority is able to maintain an incident (BECC) log, detailing key events and actions for the organisation during an incident.**	Log should capture events and actions relating to the incident. It should adopted the expectations set out in the BECC Procedures. It may be either electronic or paper based with a suitable back-up log available. There should be a clear process by which the authority can retain information relating to the incident (including the Incident Log).	**Established:** Incident Log (primary and backup) either paper or electronic, with staff trained in its use and a process by which the log is retained after the conclusion of the incident. *Evidence: Template log (primary and back-up). Training records for staff the BECC Loggist. Documented process through which incident information is retained, including the log. Exercise record, validating the quality of the log keeping. Repository of information relating to all previous incidents.*	Established	>BECC Manual V12 July 2017. >Everbridge Incident Management System (current log system provider)	>Loggist role currently fulfilled by CCTV staff however will change to a dedicated role during BECC standardisation >Primary log is electronic and electronic versions of the paper log (as well as a physical paper log) are available as back up. >The recommended Excel log (standardised) has been adopted (and modified) as the fall back option
3,8	IRC - Coordination	**Council Gold is able to set, monitor and amend a working strategy for the emergency response.**	Those at Council Gold level can create a strategy that best fits the situation. They can monitor the success and continued suitability of the strategy and, where required, amend the strategy to fit a revised situation.	**Established:** Council Gold has been trained and tested in the writing, monitoring and amending of a working Strategy. *Evidence expectations: Generic Emergency plan or associated procedures/sets out the responsibilities and associate actions for Council Gold in relation to setting, monitoring and amending Strategy. Records of staff training for relevant emergency response staff. Exercise record, validating the robustness of the process.*	Established	>Major Emergency Plan	>Major Emergency Plan contains an Aide Memoir for Gold and Silver staff regarding strategic decision making, objective setting etc >Last tested Safer City 2017 and BC Exercise 2016
3,9	IRC - Coordination	**Council Silver is able to set, monitor and amend a tactical plan for the emergency response.**	Those at Council Silver level can develop a Tactical Plan that details how the organisation will strive to meet the Strategy set by Council Gold. Council Silver is able to monitor the success and continued suitability of the Tactical Plan and, where required, amend it to fit a revised strategy.	**Established:** Council Silver trained and tested in the writing, monitoring and amending of Tactical Plans. *Evidence expectations: Generic Emergency plan or associated procedures/sets out the responsibilities and associate actions for Council Silver in relation to setting, monitoring and amending Tactical Plans. Records of staff training for relevant emergency response staff. Exercise record, validating the robustness of the process.*	Established	>Major Emergency Plan	>Major Emergency Plan contains an Aide Memoir for Gold and Silver staff regarding strategic decision making, objective setting etc >Silver Taining 2017 (15 officers) covered off development of tactics in response to strategic direction

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3,11	IRC - Humanitarian Support	**The authority 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.**	Core emergency response roles (minimum number in brackets): • **Council Gold** (4) • **Council Silver** (4) • **Resilience Advisor** (varies by the size of the Emergency Planning team) • **Loggist** (one for Council Gold, another for Council Silver = 8) • **LALO** (4) • **BECC Manager** (4) • **BECC staff** (4 per role: BECC Message Handler; BECC Loggist; BECC Info Officer; BECC Officer) • **Comms Link Officer** (4) • **Service Link Officer** (4 trained in each department) Training provided meets the Training Needs Analysis expectations of frequency, quality and quantity. Equipment Needs Analysis identified the required equipment and other supporting resources. * Staff numbers per role per 24 hours based on 3 staff working 8-hour shifts plus 1 reserve. Assumes 'on-call' role. If a pooling approach is used, the number of required staff is likely to increase, and should be based on risk assessment.	**Established:** Roles are documented, staff are trained and the robustness of the procedures for each role has been tested. *Evidence expectations: Documents detailing the roles and responsibilities. Up-to-date Training and Equipment Needs Analyses for each role. Records of staff training for relevant emergency response staff, showing number of staff available for each role. Duty rosters, where relevant.*	Developing	>BECC Procedures Document (revised for standardisation)	>Current BECC staffing model is the Functional Coordinator model with senior individuals trained in one of the 4 functional areas (Welfare, Logistics, Operations and Comms). >The suggested standardised staffing model will require recruitment and training to the new suggested roles and there is a paper to the corporate board in this regard >This transition will retain the previously BECC trained senior staff in the Service Link Officer Roles
3,12	IRC - Humanitarian Support	**The borough has identified suitable emergency centre locations across its area and has in place arrangements to use these locations**	Pre-identified locations, with arrangements in place to contact the keyholder/gain access to the venue, may help ensure Emergency Centres can be opened without delay.	**Established:** A list of locations within the borough that includes keyholder/access details, which regularly updated and is held by relevant emergency response staff (e.g. Council Silver and the BECC) *Evidence expectations: A list of venues, which includes contact and access details, the address and capacity and limitations of the venue. List updated regularly (annually as a minimum) and available to emergency response staff in either hard or soft copy.*	Established	>Rest Centre map	>33 venues plotted on GIS map with venue information including capacity and contact details >Each venue contacted annually to confirm status and contact details
3,13	IRC - Humanitarian Support	**The authority is able to open and operate a Rest Centre, and support the Police in their operation of a Survivor Reception Centre and Family and Friends Reception Centre (FFRC), for 48 hours:** • **SRC, staff deployed at earliest opportunity, maximum deployment-to-site time of 3 hours** • **RC, open within 3 hours** • **FFRC, timings in line with opening of the Police Casualty Bureau**	Minimum number of trained staff* for the combined requirements of SRC, RC and FFRC: - **Emergency Centre Manager** (12) - **Emergency Centre Officer** (36, which assumes a minimum of 3 ECOs per centre) RC: Local Authorities are responsible for setting up and operating this centre type. SRC and FFRC: The Police are the lead organisation, with the Local Authority playing a crucial supporting role. The Police should set up the centre, with Local Authorities providing staff for a range of roles that support centre users. Source: Emergency Centres Plan and associated Standard Operating Procedures * Staff numbers per role per 24 hours based on 3 staff working 8-hour shifts plus 1 reserve. Assumes 'on-call' role. If a pooling approach is used, the number of required staff is likely to increase, and should be based on risk assessment.	**Established**: Demonstrable evidence that the timescales can be met and all roles suitably filled, trained and equipped. Rationale and organisational approval for any deviations from the recommended number of staff. *Evidence expectations: Emergency Centre Plans, that detail how the authority opens and operates a SRC, RC and FFRC. Action cards for staff roles. Records of staff training for relevant emergency response staff. Exercise record, validating the robustness of the process to activate within timescales.*	Established	>Emergency Centre Procedures	>24 Rest Centre staff trained and able to act in manager or staff capacity >Exercise in May 2018 (full Rest Centre) with special needs clients >Registration-only exercise in Sep 2018 with 60 evacuees to test new registration capability
3,14	IRC - Humanitarian Support	**The authority is able to open and operate a Humanitarian Assistance Centre within the agreed timescale of 72 hours**	Local Authorities are responsible for setting up and operating this centre type. Boroughs use the services of voluntary agencies, primarily the British Red Cross, in addition to other relevant agencies e.g. transport provider involved in the incident, Cruse Bereavement Care, the Association of British Insurers and Citizens Advice Bureau. Minimum number of trained staff* for the HAC: - **Senior HA Officer** (4) - **Emergency Centre Manager** (as there is limited overlap with SRC, RC and FFRC, boroughs do not require additional ECMs for the HAC) Source: Emergency Centres Plan and associated Standard Operating Procedures * Staff numbers per role per 24 hours based on 3 staff working 8-hour shifts plus 1 reserve. Assumes 'on-call' role. If a pooling approach is used, the number of required staff is likely to increase, and should be based on risk assessment.	**Established:** Demonstrable evidence that the timescales can be met and all roles suitably filled, trained and equipped. Rationale and organisational approval for any deviations from the recommended number of staff. *Evidence expectations: Emergency Centre Plans, that detail how the authority opens and operates a HAC. Action cards for staff roles. Records of staff training for relevant emergency response staff. Exercise record, validating the robustness of the process to activate within timescales (noting unlikely to be 'live play' exercise due to comparatively high costs of activating a HAC)*	Established	>Brent HAC Plan >Rest Centre Procedures	>HAC Plan identifies larger venues suitable for establishment of a HAC, 2 staff as HALO >Rest Centre Procedures identify 4x HA Service leads (will be rebranded to Senior HA Officer as part of standardisation but essentially the same role)
3,15	IRC - Humanitarian Support	**Able to identify vulnerable people or other special interest groups who require targeted information**	Special interest groups e.g. schools and care homes along high-pressure pipeline routes under Pipeline Safety Regulations (see PSR 'Further guidance on emergency plans for major accident hazard pipelines' para 39). This may see the BECC collating information from a range of service areas include Social Care and Housing. It is a given that this activity complies with any GDPR and Information/IT Security expectations.	**Established:** A process detailing the roles responsible for the identification of vulnerable people and special interest groups, the robustness of which has been demonstrated. *Evidence expectations: Generic Emergency plan or associated procedure details how the authority identifies vulnerable people and other special interest groups. Records of staff training for relevant emergency response staff. Exercise record, validating the robustness of the process.*	Established	>ID of vulnerable people plan	>Plan contains process by which potentially vulnerable people are identified as well as SCP's (sensitive centres of population). >Vulnerable people and sites are plotted onto GIS and available for extract by Duty Officers (updated every 24 hours automatically)

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3,16	IRC - Humanitarian Support	**The authority is able to process the receipt, storage and onward dissemination of physical donations.**	Part of the humanitarian and community assistance response, Boroughs should expect to receive physical (as well as financial) donations. The scale of physical donations has shown to overwhelm the responders e.g. following London riots in 2010. Links with EP2020 Target 19	**Established:** A documented process to receive, sort, store and disseminated physical donations, with clarity around responsible council teams. Process has been demonstrated to be robust. *Evidence expectations: Generic Emergency plan or associated procedure details how the authority will receive, store and disseminated physical donations. Storage locations may have been identified and documented, or, instead, a process to identify storage locations at the time of the incident. Records of staff training for relevant emergency response staff in the use of the process. Exercise record, validating the robustness of the process.*	Developing	>Brent Recovery Plan (Sep 2017) >Voluntary Sector Capabilities Document (London Resilience)	>Brent Recovery Plan allocates the role of coordinating physical donations to the Health and Welfare sub-group and the role of coordination of disaster appeals and funding to the Community Recovery sub group >We have an MOU (now negotiated centrally) with the British Red Cross who are likely to undertake the collection, storage and allocation of physical donations as well as establish a disaster appeal fund on behalf of LA's. British Red Cross are a standing member of the Borough Resilience Forum and their capabilities are well-understood at local responder level >More operational detail around the suggested process and logistics of this capability need to be developed
3,17	IRC - Humanitarian Support	**The authority is able to complete a Humanitarian Assistance Impact Assessment**	The requirement to complete a Humanitarian Assistance Impact Assessment forms part of the Humanitarian Assistance framework. It forms a core part of the process through which the need to activate various types of Humanitarian Assistance is made.	**Established:** A documented process to complete a Humanitarian Assistance Impact Assessment, with staff trained in the process, and have tested the robustness of these processes. *Evidence expectations: Generic Emergency plan or associated procedure details how the authority completes a Humanitarian Assistance Impact Assessment. Responsible emergency response role identified in the procedure. Template form. Records of staff training for relevant emergency response staff in the use of the process. Exercise record, validating the robustness of the process.*	Established	>London Resilience HA Framework	>HALO's trained to request HAIA from relevant agencies. Template available
3,18	IRC - Augmenting the emergency response	**The authority is able to coordinate convergent volunteer council staff and re-task staff to support the emergency response.**	Convergent volunteers are those who are not part of a pre-identified group. Instead, they are staff who, at the time of an incident, make it known that they are available and would like to assist. This assumes the organisation has an agreed process by which it can instruct staff who are not carrying out a critical business activity to support the response to an emergency. In addition, it assumes there is supporting policy and job descriptions/contracts that permit the movement of staff around the organisation as required during an emergency. From a practical perspective, training, equipment and other requirements may limit the ability to re-task someone at the time of an incident to another task/role. Therefore, re-tasking of staff should be guided by risk assessment. e.g. Camden instructed all staff in non-critical roles to support the response to Chalcots Tower evacuations.	**Established:** A process that describes who is responsible for collating offers of support from council staff, before coordinating the deployment of the volunteers. The process should include a risk assessment. The robustness of the process has been demonstrated. *Evidence expectations: Generic Emergency plan or associated procedure details how the authority coordinates convergent council volunteers. Records of staff training for relevant emergency response staff. Exercise record, validating the robustness of the process.*	Established	>A Briefing, Tasking and Deployment form is available to manage staff who present to volunteer >A risk assessment for responders is maintained	>The form has a standard briefing included re H&S, media handling, points of contact and general conduct. Blank space exists for incident-specific detail to be inserted at the time >The risk assessment covers off risks typically present at incident scenes and at emergency centres and could be adapted at the time to suit, if modification or specific taskings were required.
3,19	IRC - Coordination	**LALO is empowered to represent the organisation and is suitably competent to coordinate on-scene local authority resources**	Source: LLA CONOPS and LALO Procedures.	**Established:** Scheme of Delegations or similar empowers the LALO to represent the organisation and coordinate resources. LALOs have demonstrated their ability to act in such as role. *Evidence expectations: Generic Emergency plan, associated procedure or Scheme of Delegations which details the role of LALO and its level of authority, approved by Corporate Management Board. Records of staff training for relevant emergency response staff. Exercise record, validating the robustness of the LALO role to represent the council and coordinate its resources at the scene of an incident.*	Established	>LALO Handbook and Operating Procedures (Standardised)	>Standardisation recommends LALO is Silver's rep (a move away from actually being Silver). Training has incorporated this recomendation therefore LALO's are able to represent but are simply a conduit of information between the scene and decision makers (Silver & Gold)

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3,2	IRC - Coordination	The authority is able to establish and maintain a control centre for the duration of an incident.	In line with LLA CONOPS and BECC Management Procedures, the Borough Emergency Control Centre coordinates local authority resources, manages information, maintains situational awareness, produces situation reports and processes requests for mutual aid. The authority maintains primary and secondary/fall back BECC locations **Minimum staffing:** BECC Manager and BECC Officer. **Full staffing:** BECC Message Handler; BECC Loggist; BECC Info Officer; BECC Officer; Comms Link Officer; Service Link Officer.	**Established:** All BECC roles exist in procedures, staff have been trained in their roles and the robustness of procedures and the BECC locations tested via exercise. **Advanced:** e.g. Most, if not all, BECC roles are on-call. All standardised BECC roles adopted, with staff trained. *Evidence expectations: Borough Emergency Control Centre procedures which details how the authority sets up and operates its control centre. Staff cards, with initial and ongoing actions for BECC roles. Clarity on areas such as Information Management and Situational Awareness. Records of staff training for relevant emergency response staff. Exercise record, validating the robustness of the procedure and function of the BECC.*	Established	>BECC Procedures (Standardised) >Exercise Safer City annual test of BECC	>Roles are being reviewed in light of standardisation. Paper to CMT in this regard to recruit sufficient numbers to meet the suggested numbers >Full time primary BECC maintained, secondary BECC identified, remote working capability allows secondary BECC to be operated from anywhere although a preferred site is available at a council-owned premises.
3,21	IRC - Communication	The authority has a communications strategy to enable the scaling up 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.	Be able to produce regular messages and communicate these to members of public in your administrative area via the most appropriate tools, which include social media, council website, news media and face-to-face via street walkers. Other communications objectives include the ability to carry out the following on a 24/7 basis: • monitor and, where appropriate, communicate via social media • provide interviews via radio, television or other medium • release a holding statement at the earliest stages of an incident (i.e. within 1 hour) • amend the council website • receive and respond to media enquiries	**Established:** A communications officer on-call and able to escalate a full comms response within 2 hours of notification. *Evidence expectations: Communications Strategy, approved by Corporate Management Board (may be included in the Generic Emergency Plan and or a Corporate Crisis Communications Plan). Plans/Procedures which detail how the authority produces regular messages and the various options to communicate these with members of the public. Records of staff training for relevant emergency response staff. Exercise record, validating the robustness of the communications process.*	Established	>Emergency Communications Protocol	>On call comms officer at all times >Plan describes methods of alerting based on audience need and channels >Plan deals with media handling and interviews >Plan last briefed to full Comms team Nov 2018
3,22	IRC - Communication	The authority has the means by which it ensure senior politician(s) are notified of and can remain sighted on the incident impact and the borough's response	Senior politicians may include the Leader of the Council, Deputy Leader or other member of Cabinet including the Portfolio Holder(s) for Emergency Planning and Business Continuity. Initial notification by Council Gold, with ongoing briefings by either Council Gold or the Council's Communications Team.	**Established:** Council Gold role includes responsibility to brief senior politicians. *Evidence expectations: Generic Emergency plan or associated procedure details the role of, and to activate, a senior elected Member. Records of training for relevant senior elected Members in their role. Exercise record, validating the robustness of the process.*	Established	>Major Emergency Plan	>Details command structure including reporting line from CE to Leader and Elected members
3,23	IRC - Communication	The authority has the means by which it can communicate at any time of the day or night with all staff about an incident	This may include notifying staff of an incident in order to seek volunteers to support the response or to be able to provide updates to all staff on the impact of the incident to the community or council operations.	**Established:** A formalised process to communicate with staff, which has been shown to be robust. Staff with responsibilities within the process are appropriately trained and equipped. *Evidence expectations: Documented process to communicate with staff, including procedure for responsible staff to follow. Staff training records. Record of its successful use, either in exercise or real incident.*	Established	>Emergency Communications Protocol >Mass notification system and internal contact list >Annual internal notfication exercise report (Jan 2018)	>Emergency Comms Protocol describes methods for all internal and external communication >Annual mass notification exercise and 3 monthly update of internal contact list
3,24	IRC - Augmenting the emergency response	The authority is able to make an appropriately authorised bilateral or multilateral mutual aid request within 2 hours of identifying the need for support.	Bilateral mutual aid requests are direct between two boroughs Multilateral mutual aid is disseminated across London by the LLACC. The LLACC collates responses, which are passed back to the requesting borough. Use the approved mutual aid form. Local discretion on the level of authorisation, though this is likely to be the CEO, Council Gold or someone with delegated authority. Out of scope: the process by which mutual aid staff and resources are received, inducted and used to support the council's response to the emergency, as this is unlikely to form part of the immediate response.	**Established:** Documented mutual aid process underpinned by Council Silver, Council Gold and BECC roles available to implement the process. *Evidence expectations: Generic Emergency plan or associated procedure details how the authority makes a request for mutual aid, before coordinating the responses and then any loaned staff or other resources. The process includes references to the role of Council Gold to authorize requests. Records of staff training for relevant emergency response staff in the use of the process. Exercise record, validating the robustness of the process.*	Established	>WL EP quarterly meetings >Mutual Aid request form >Mutual Aid aide memoir	>WL EP Group has compiled a shared resources directory and process to share physical resources >A shared storage depot has been identified for pooling of emergency response equipment >Mutual aid for staff will be as per BECC Operating procedures and coordination by LLACC. Information Officer trained in completion of request form with approval at the Gold level

#	Category	Requirement	Supporting information	Assurance expectations	Assurance Response	Rationale and Evidence	Notes
3,25	IRC - Augmenting the emergency response	**When sharing staff with other authorities, the authority is able to quickly confirm the training history its staff**	It is essential that, when loaning staff to other authorities, you can verify their suitability for the requested role. This includes the ability to check training records in short order.	**Established:** BECC has access to training records of core Emergency Response roles. **Advanced:** Without delay, the BECC can obtain the training records of all staff. *Evidence expectations: Generic Emergency plan or associated procedure details how the authority can confirm its staff emergency response training records as part of the mutual aid process. Records of staff training for relevant emergency response staff in the use of the process, which may include HR staff if they have a role in this process. Exercise record, validating the robustness of the process.*	Established	>Training Matrix and register	>Available via EP on shared drive
3,26	IRC - Augmenting the emergency response	**The authority has agreed its approach to using voluntary organisations as part of its response to emergencies**	Voluntary agencies offer great value to the response, augmenting that which is provided by a local authority. Like any external organisation representing the authority, use of voluntary organisation's should be define within emergency response plans and joint training and exercising to demonstrate the robustness of the voluntary sector involvement. Engagement with voluntary sector is direct or via the Borough Resilience Forum.	**Established:** Where voluntary organisations form a part of the emergency response, the Generic Emergency Plan or associated procedure details how they will be part of the response, including their role and scope of involvement. Joint training and exercises have taken place. *Evidence expectations: Generic Emergency plan or associated procedures details how the authority involves voluntary organisations in their response to emergencies. Where the role is formalise, records of joint staff training for relevant emergency response staff in the use of the process. Record of joint exercising, validating the robustness of the use of voluntary organisations. Minutes of BRF meetings where relevant.*	Established	>MOU with British Red Cross >Brent Community Directory >Voluntary Sector Capabilities Document (London Resilience)	>BRC and Victim Support are memers of the BRF. >Contacts established with Salvation Army >Community directory of organisations available via Policy, Performance & Partnerships. >Working relationship with CVS
3,27	IRC - Community Engagement	**The Prevent Lead or equivalent is able to monitor, identify and report on community tension**	Tensions may lead to conflict, which has implications to emergency planning. Cohesion contingency plans exist to prevent the threat of imminent cohesion-related disorder from becoming a reality and to limit the extent and impact of cohesion related disorder when it does occur. Community tension can be reported into the council's Major Incident response and recovery structures. Links to Guidance for local authorities on community cohesion contingency planning and tension monitoring, 2008.	**Established**: Has a multi-agency tension monitoring group, led by officer(s) from the local authority and/or the local police force, which feeds information into Council Silver via the BECC. Relevant council staff are trained on their role and the plan validated via exercise. *Evidence expectations: Documented capability in relation to the process of monitoring, identifying and reporting on community tension in partnership with local stakeholders. Staff training records. Record of the exercise or real incident that demonstrates of the robustness of the plan.*	Established	>Prevent Lead part of LPN	>Nominated Prevent Lead has appropriate contacts with faith and police sectors and is able to respond to requests for information and engage with groups re community tension monitoring. >In incidents with potential for community tension, PREVENT lead feeds info into situation reports
3,28	IRC - Community Engagement	**The authority has a plan for how it would engage with and support a community response**	For example, the authority maintains details of key networks and stakeholders in its faith and voluntary sectors, has identified their capacities, capabilities and resources and can communicate with the community. Linked to EP2020 Target 6.	**Established:** Engagement with key networks and stakeholders means information, including contact details the key networks and stakeholders in the community and an awareness of the way in, and extent to, which the community can respond to an incident, is available to emergency response staff. The plan also details how the council should work with the community during times of emergency. *Evidence expectations: Documented details of key networks and individual stakeholders from faith and voluntary sectors, which are available to emergency response staff. Staff training records in relation to the community engagement plan. Robustness of the community engagement arrangements validated by exercise.*	Established	>Via policy Performance and Partnerships >Voluntary Sector Capabilities Document (London Resilience)	>Director PPP has named role in Brent Recovery Plan as lead for community engagement during an incident. Appropriate and well-developed partner contacts in place and good working relationships with this sector >Good working relationship with Brent Multi-faith forum including key contacts on the emergency contact list >Capability assessment undertaken but poor response apart from 3 offers of new shelter venues, which have been visited and added to the Rest Centre list.