

Update on Emergency Planning Resilience & Brexit preparedness

Corporate Risk review

PURPOSE

At the meeting of the Audit, Governance and Standards Committee on 21 November 2018 - following discussion about the council's corporate risk register, the Committee requested a more detailed report be brought back setting out the council's work to mitigate the identified risks relating to Emergency Planning and to Brexit preparedness. In response, this report provides an update to the Committee about the work currently underway to improve Emergency Planning resilience and preparations for a 'no deal' Brexit.

Key Points and Recommendations

On Emergency Planning:

- A. To note the recent improvements made to emergency planning resilience in Kingston Council and further improvements in the pipeline.
- B. To note the actions to introduce the London Emergency Planning 2020 standardisation programme and resilience assurance programme across Kingston Council, with the implementation programme on target to have the required arrangements in place by September 2019.
- C. To note that a more detailed report on emergency planning resilience will be brought to Community Engagement Committee in the spring 2019.

On Brexit preparedness:

- D. To note the work underway across the council and with local partners to prepare for a 'no deal' Brexit.
- E. To note that a more detailed, follow-up report will be taken to the Community Engagement Committee - which has responsibility for contingency planning - three months after the UK has left the EU, reporting on impacts on council services, residents, communities and businesses.

Emergency Planning Resilience

Improving emergency planning at the London-level

1. In 2017, London Chief Executives agreed the London Emergency Planning 2020 programme, which states the level of resilience and emergency planning that London should have by 2020 in order to make it more resilient to emergency and disruptive incidents.
2. Following the winter floods of 2013/2014 and London Boroughs support to the

Grenfell Tower Fire, London Chief Executives agreed a standardisation programme, to increase the interoperability & support London Boroughs can provide to each other when large scale or pan London emergency or disruptive incidents occur.

3. The Standardisation Programme aims to align all emergency planning, training and exercising arrangements, to enhance resilience across the capital. This is being achieved by all boroughs participating in specific workstreams to develop a standardised approach in the following areas:
4. **Emergency Plans & terminology:** A new Command and Control system has been established, with defined roles and responsibilities. Template plans, role profiles and guides are being developed for these roles. All Kingston Council's emergency plans are being re-written to reflect these new structures & roles.
5. **Training:** A standardised training programme, with guides, is being developed and training commenced in January 2019 for some roles (council Gold & Silver). All roles within the new structure will have received training by the end of 2019.
6. **Exercising:** A standard exercise programme, (one to one, e-learning, desktop and activation / set up) is being developed and all staff undertaking roles under standardisation will participate in emergency planning and response exercises.
7. To enable both London Emergency Planning 2020 and the Standardisation programme to be effective, a new strategic command and control programme "London Concept of Operations" (known as Conops) has been implemented and this sets out response levels at council Gold (previously Strategic), council Silver (previously Tactical) & council Bronze (previously Operational), Borough Emergency Coordination Centre and Emergency Shelter Roles.
See Appendix A for Local Authority Concept of Operations Structure.
8. To monitor and give assurance on the effectiveness of the above workstreams, a new set of resilience standards is being developed in consultation with London Local Authorities, London Councils and the London Resilience Group. This will enable boroughs to assess implementation and performance against the new workstreams in a self assessment process, via a peer review by another London Local Authority, and by external peer review by an external body.
9. Regarding the development of the new resilience standards, Kingston has been an active member of the South West London Resilience Programme Board, represented by the Director, Communities and the Contingency Planning Manager.
10. Kingston has an implementation programme for the above work streams and

is on target to have the required arrangements in place by September 2019.

Borough-level improvements

11. Locally, emergency planning resilience is being improved on a number of levels:
 - **Strategic response coordination - council Gold.** From 11 February 2019, all council employed Directors and Assistant Directors will participate in a council Gold on-call rota. Previously, the CEO was required to be on Gold 24/7, 365 days a year. In advance of the rota starting these staff have received Strategic Crisis Management training from the Cabinet Office Emergency Planning College. This training covers the strategic command processes for dealing with a local, regional and pan-London emergency incident. Council Gold Officers receive no remuneration for on-call activities.
 - **Tactical response coordination - council Silver.** From 11 February 2019, all Corporate Heads of Service (CHoS) will participate in a council Silver on-call rota from February 2019. In advance of the rota starting these staff have received Tactical Crisis Management training from the Cabinet Office Emergency Planning College. This training covers the tactical command process for dealing with a local, regional and pan London emergency incident. Council Silver Officers receive no remuneration for on-call activities.
 - **Operational response coordination - council Bronze.** The council's Major Incident Team, which previously operated as council Silver, has been reformed as council Bronze and renamed as the Local Authority Liaison Officers (LALO) and will continue to be on an on-call rota and be the first point of contact and response for the council, when alerted to local, regional and or pan-London emergency emergencies. LALO Officers receive an on-call remuneration for Bronze level response arrangements.
 - **Member Training** - An induction and training programme for Councillors has been introduced, outlining the council's command & control structure and members roles in response to & recovery from emergency incidents. This has proved popular with elected members and will be repeated at intervals.
12. The council restructure has enabled a review of all roles within the organisation and the corporate roles and responsibilities required in each role profile. This has enabled a review of the previous clause relating to participation in other duties to be more defined and expanded to confirm that all staff have a role in responding to emergency incidents and may be withdrawn from usual duties if required for the response.

13. An internal council desktop exercise will take place during June to test the new arrangements, identify gaps and training requirements, and to develop Kingston as a learning council.
14. Council Bronze Officers (LALO's) will also be participating in a number of training exercises promoted by partners agencies, the first of these is a Police multi agency exercise on 6th March at Chessington World of Adventures, followed later in the summer with a joint exercise at Kingston Hospital.
15. A more detailed report on emergency planning resilience will be brought to Community Engagement Committee in the spring 2019.

Brexit preparedness

16. The Government and the LGA have advised all Local Authorities to begin planning for Brexit. In October 2018, the council's Senior Leadership Team (CEO and Directors) agreed a number of recommendations to take forward work to assess the potential impacts of a no deal Brexit on Kingston - the council, its local strategic partners, and the borough. These measures (summarised below) are in addition to the regional and national Brexit preparations Kingston is undertaking with London Councils, the LGA, the London Resilience Group and central government.
17. Due to the uncertainty and changing picture at a national level, the implications of a no deal Brexit on Kingston, and the country more broadly, are difficult to assess. Guidance from central government, the LGA, London Councils and other local authorities have identified a common set of themes which have been used as a framework for assessing the potential impacts for a no deal Brexit, these are:
 - Workforce
 - Citizens rights
 - Community Cohesion
 - Council funding
 - Supply chain
 - IT/systems
 - Legislation
 - Economy
 - Emergency Planning
 - Elections
18. The Director, Communities has taken responsibility at SLT level for overseeing the coordination Brexit monitoring and preparedness and the Contingency Planning Manager has responsibility at an operational level.
19. The council has established a cross-directorate Task and Finish Group which brings together senior officer from across the council and Achieving for

Children to assess the impact Brexit could have on the council, its residents and communities and businesses.

20. In consultation with local and regional partners, the Brexit Task and Finish group is developing an impact log for a no deal exit on the workstreams areas identified above, with mitigating actions to address some of the potential impacts in the following areas:
 - Community Cohesion - in consultation with faith groups, Community groups and the Metropolitan Police.
 - Economic impact on small and medium businesses - in consultation with Kingston Chamber of Commerce, Kingston First, Kingston University.
 - Citizens Rights - in consultation with Kingston Citizen Advice Bureau, Kingston Voluntary Action, Voluntary Sector Organisations working with migrant groups, DWP, Kingston University, Kingston College.

21. In addition, a review of the council's Business Continuity arrangements is underway, which will include the following:
 - Review of Business Continuity Policy
 - Review of Corporate Business Continuity Plan
 - Creation of Directorate Business Continuity Plans
 - Review service business continuity plans following a business impact analysis, review direction of travel changes and Brexit impacts, completion time scale (end of March 2019).

22. The council is participating in pan-London Brexit arrangements, in conjunction with London Council's, LGA & London Resilience via weekly teleconference and Brexit workshops.

23. A pan-London Boroughs weekly reporting process has been established, with London Boroughs reporting on Brexit impacts, planning and good practice to London Council and MHCLG each Wednesday, this is then agreed as a London report by Thursday and submitted to the national review, which takes place each Friday.

24. A report has been given to the Safer Kingston Partnership on 18 January 2019, on the Brexit arrangements and possible borough impacts at that point. Partnership members are liaising regarding preparations for a no deal Brexit.

25. The Borough Resilience Forum (Borough Multi-agency Partners) is monitoring borough based impacts and the March meeting will take the form of a borough based Brexit workshop. Ongoing liaison between partners is taking place to review the multiagency impact on the borough and on partner agencies i.e. impacts on medical and medicine supply; workforce of provider organisations.

26. Brexit preparations will continue until 29 March and response arrangements will commence from 30 March. Additional resources may be required to mitigate the impacts of exiting the EU, the scale of which will vary depending on whether a deal is reached or there is no deal.
27. It was recently announced that each London Borough will receive £210k over two years (2018/19 and 2019/20) to help support Brexit preparations and Kingston has also created a local Brexit contingency.
28. A more detailed, follow-up report will be taken to the Community Engagement Committee - which has responsibility for contingency planning - three months after the UK has left the EU, reporting on impacts on council services, residents, communities and businesses.

Resource Implications

None, currently managed within service resources.

Risk Assessment

Brexit impact log under review

Background papers - held by author/other - insert contact details

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None other than those referred to in this report

E.1 Appendix A – Single Local Authority Command and Control structure

