

# LONDON RESILIENCE PARTNERSHIP

## London Resilience Partnership Strategy

| Version Control |          |                                     |
|-----------------|----------|-------------------------------------|
| Version         | Date     | Action                              |
| 1.0             | Feb 2013 | Approved by London Resilience Forum |
| 2.0             | Oct 2016 | Approved by London Resilience Forum |
| 3.0             | Feb 2020 | Approved by London Resilience Forum |

## Forward



*Since becoming Chair of the London Resilience Forum in 2016 the capital has faced many challenges, ranging from terrorist attacks to protracted and widespread protest activity across London. The Grenfell Tower Fire was the largest fire London has seen in peacetime and the largest collective and sustained response to an emergency in the history of the Resilience Forum. Preparations for leaving the European Union have used extensive resources from the resilience community and required a level of planning across a breadth of issues not previously included in our preparations. There have been many other incidents that have disrupted the capital with an increasing need to utilise the strategic multi-agency response arrangements.*

*The Partnership's response to all of this is testimony to the resilience of London and its communities. In spite of the disruptions and tragedies faced, London remains one of the world's leading cities for business, learning, culture, diversity and government. It has remained a resilient city.*

*City resilience has entered a new era, whilst recognising that planning for and responding to emergencies is vitally important, there is a need focus on the future chronic stresses that will affect the resilience of the city. In parallel to this strategy London will launch its first City Resilience Strategy. This will look at those longer term chronic stresses facing the city from now until 2050. The City Resilience Strategy aims to prepare for future risks by investing in resilience now and ensuring future issues are considered as today's policies are developed.*

*Learning from events, together with informed expertise, improvements in technology and the introduction of national standards have reduced the level of risk to the city. But some risks will always remain and further risks emerge, such as those from cyber attack, drought, disease and terrorism. The Partnership's role is to assess these risks and adopt our procedures to ensure that the right measures are in place to enable London to deal with whatever it may face in the future.*

*London must be resilient if it is to thrive in today's fast changing world. As Chair of the London Resilience Forum, my aim is to make sure that the London Resilience Partnership puts the arrangements in place for London to continue to be a resilient city.*

**Dr Fiona Twycross AM**

Chair of the London Resilience Forum

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## Who are we?

The London Resilience Partnership is a coalition of partnership organisations with a shared interest, driven by the arrangements of the [Civil Contingencies Act](#). Members are drawn from the private and public sector and include organisations ranging from the emergency services, local authorities and the NHS to utility and transport providers. Members of the Partnership and the coordinating forums are listed in Annex 1.

## What is Resilience?

Resilience is an enabler which helps London to survive and prosper. It is the ability of institutions and communities to work together to prevent, handle then recover and learn from disruption, and adapt to change.

Disruptions often take the form of acute shocks and change is increasingly likely from chronic stresses.

Acute shocks occur with little or no notice and are short-lived. Examples include a storm, a major fire, a terrorist attack or flood. The response to such events is generally short lived and intense, an emergency where the focus is on continuity of normal business. The focus of the Civil Contingencies Act and the current drivers of the London Resilience Forum is response to emergencies. The Partnership works together to prepare for and respond to these events and the partnership work programme is focussed upon the continual maintenance of the arrangements to respond to acute shocks.

Chronic stresses are longer term challenges extending over many years. Examples include climate change or social change. The impact of such disruption may be more severe than an acute shock but needs a different response, typically one of adaptation to thrive in the face of risk, and not just preparing for its effects. The Partnership believes that adapting to long term stresses is as important as preparing for short term emergencies. The work to mitigate chronic stresses is being led by the City Resilience Strategy which has been developed as part of the Global Resilient Cities Network (formerly 100 Resilient Cities). Through its knowledge and understanding the Partnership has worked with the development of the City Resilience Strategy to identify long term threats to the city's resilience.

## Our goals

Members of London Resilience Partnership have a shared responsibility to continually develop London's resilience.

Our goals are to:

- Collectively develop our capabilities to offer the best possible outcomes in an emergency.
- Prepare for and address the chronic stresses likely to impact London in the future.
- Provide a joined up approach across partnership organisations to issues of resilience.
- Ensure the most effective use of the partnerships combined resources.
- Support the maintenance of London's reputation and competitiveness as a global city through its ethos as a resilient city.

## Our Strategy

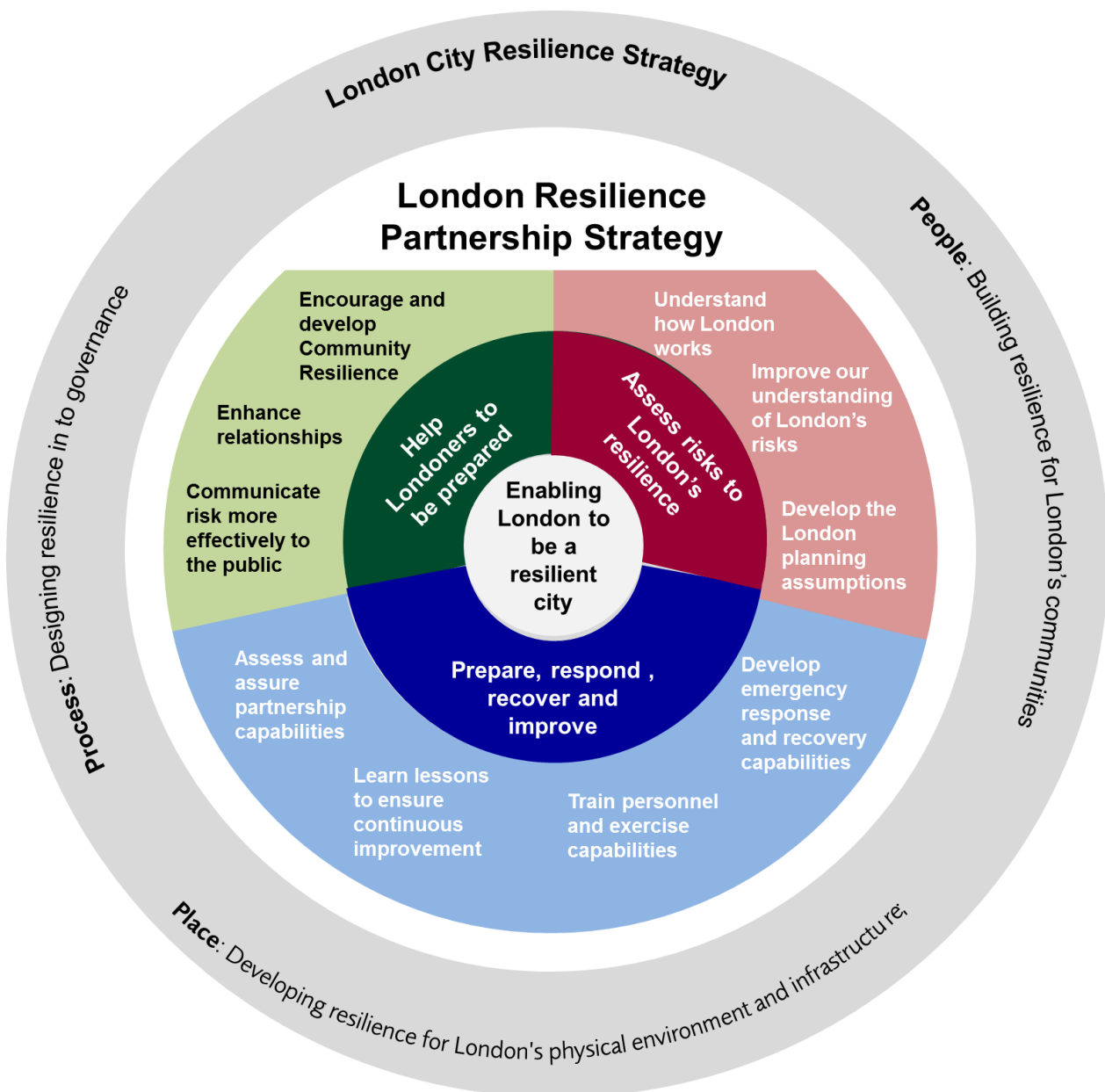
In support of our goals, our aim is to **enable London to be a resilient city**.

We do this by working together to:

- Assess risks to London’s resilience.
- Prepare, respond, recover and improve.
- Help Londoners to be prepared.

This contributes to support the London Resilience City Strategy which aims to enhance London’s resilience by focussing more on the chronic stresses likely to impact London.

The activities that the partnership undertakes to achieve its goals are illustrated below alongside the actions of the City Resilience Strategy for information:



## Objectives: 2020-2023

The overarching objectives of the partnership are:

### Assess risks to London's resilience:

- Improve the understanding of how London works in terms of; societal, welfare, environmental and infrastructure impacts of emergencies on London to better define the needs of our response.
- Continue to improve our understanding of a range of risks as detailed within the National Security Risk Assessment (NSRA) and the London risk register.
- Continue to develop the London planning assumptions and their use to drive capability development.

### Prepare, respond, recover and learn:

- Continual development of our capabilities, driven by the London risk assessments, planning assumptions and learning.
- Continue to train personnel to ensure they have the knowledge, skills and experience to achieve competence in their role in partnership response and recovery capabilities. Continue to exercise partnership capabilities to provide assurance that plans and capabilities are effective, and to identify learning to inform continual improvement.
- Ensuring that learning from London and elsewhere is appropriately identified, implemented, monitored and escalated as necessary.
- Continue to improve our assessment of partnership response and recovery capabilities to provide assurance of the arrangements in place, and to identify areas for improvement. The capability assessment process will take account of planning assumptions, identified lessons, and relevant national resilience standards. The assessment methodology will be aligned to that in place under the national Resilience Capabilities Programme.

### Help Londoners to be prepared:

- Communicate risk more effectively within the Partnership and to the public so that organisations, businesses and Londoners are able to make more informed decisions.
- Enhance relationships with London's communities through engagement with sector panels such as business, voluntary and faith sectors.
- To continue to develop the Community Resilience Strategy to engage with and prepare the public for emergencies.

## London City Resilience Strategy

The GLA resilience policy team is responsible for developing the London City Resilience Strategy, and promoting policymaking that build resilience across the GLA. The London City Resilience Strategy (developed through funding from the 100 Resilient Cities Programme) is separate from the Partnership Strategy and focusses specifically on the long-term resilience challenges facing the city from now until 2050, that are mainly addressed through policy. Developing London's resilience in the long term will help London mitigate against shocks and stresses, and be able to adapt and thrive in the face of future challenges.

There are close links between the Partnership Strategy and actions coming from the London City Resilience Strategy, and GLA resilience policy more broadly. However, whereas the Partnership Strategy focuses on the operational and emergency planning aspects of resilience (risks and preparation, response and recovery), the policy side focuses on strategic long term resilience-

building and managing chronic stresses, for example through collaboration with the Climate Change Adaptation and Smart Cities teams within the GLA.

The work of the London Resilience Partnership Strategy will compliment and work towards achieving the actions within the City Resilience Strategy, and vice versa. Both strategies have an overarching aim to seek opportunities to influence policy, champion the principle of resilience and work collectively as a partnership to make London resilient. Although the governance of the two strategies are not directly linked through the LRF, it is our ongoing intention to ensure alignment between the objectives of the two strategies, and between the GLA resilience policy team and the London Resilience Partnership. The full London City Resilience Strategy can be found at the following link – <https://www.london.gov.uk/what-we-do/london-city-resilience-strategy>.

Work to progress these objectives will be managed through the structures outlined in Annex 1.

**Annex 1 - Structure**

**Structure of the Partnership**

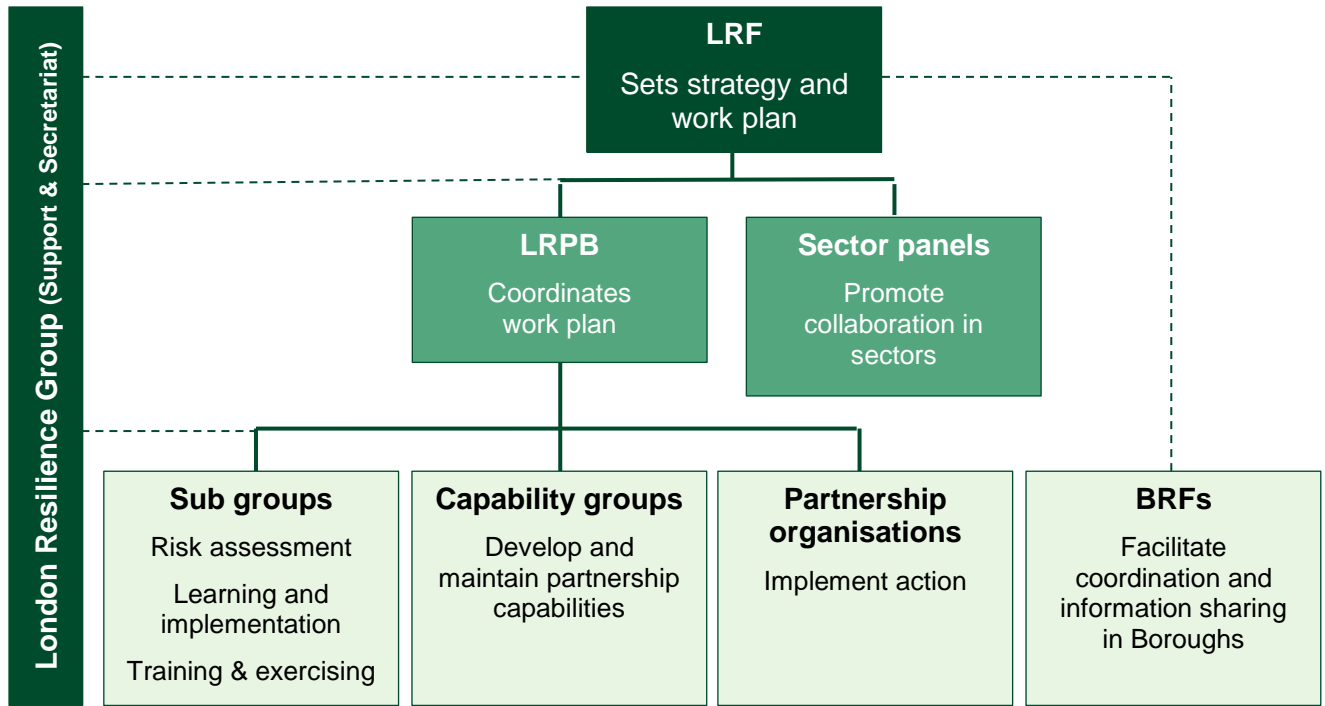


Figure 3: London’s Partnership structure

**London Resilience Forum (LRF)**

The LRF ensures effective delivery of those duties under the Civil Contingencies Act that need to be developed in a multi-agency environment, these are summarised in Annex Two.

The Forum is not a legal entity and does not have powers to direct its members. It is a means for responders with duties under the Act to collaboratively discharge their responsibilities.

The Forum sets the strategy and objectives for the Partnership through its Partnership Work Programme. It is accountable for multi-agency coordination of emergency preparedness arrangements in London. Issues in the partnership that cannot be resolved at a working level are managed by the Forum.

The membership includes senior representatives of the partnership and chairs of Sector panels. Partnership organisations commit resources where needed to support the strategic objectives of the Partnership and ensure that their organisations work is aligned with the Partnership strategy.

**London Resilience Programme Board (LRPB)**

LRPB implements the Partnership strategy through the Partnership Work Programme. Its membership includes representatives of agencies, sector panels and Capability Development Groups. The Chair of LRPB is a member of the LRF.



## Sector panels

Sector panels promote collaboration on resilience issues within specific sectors. They represent a coherent view of a sector to the LRF and the wider Partnership. Sector panels may also carry out specific pieces of resilience work to enhance multi-agency working arrangements within the sector, to contribute to London Resilience Partnership Strategy.

London's sector panels include:

- Blue Lights Panel
- Business Sector Panel
- Faith Sector Panel
- Local Authority Panel
- London Local Health Resilience Partnership
- London Resilience Communication Group
- Thames Resilience Panel
- Transport Sector Panel
- Utility Sector Panel
- Voluntary Sector Panel

## Borough Resilience Forums (BRF)

BRFs are responsible for multi-agency emergency planning at the local level as determined by borough risks and needs. They also contribute to emergency planning for London, as directed by the LRF and they facilitate cooperation and information sharing between resilience partners at the local authority level and the London LRF..

Members include Category One Responders at the local level and other responders or partners as required by the BRF business plan.

Twice a year a forum is held between the Chair of the London Resilience Forum, Fiona Twycross and the Chairs of all 33 Borough Resilience Forums. The aim of this forum is to strengthen the relationship between these two statutory bodies and to allow for information sharing and gathering.

## Sub groups

The London Resilience Programme Board oversees:

- The London Risk Advisory Group which drafts the London Risk Register.
- The Partnerships lessons process to ensure lessons are identified, recommendations allocated and reported on.
- Partnership training and exercising to provide assurance that capabilities meet requirements.

## Capability groups

Capability development groups prepare multi-agency plans and frameworks to coordinate the Partnership's response to identified risks.

The LRF appoints a Senior Responsible Owner who is a member of the LRF to coordinate the development of capabilities for identified risks. Their role is to ensure the timely delivery of the work.

## Partnership Organisations

### Category 1 Members

- Emergency services
- HM Coastguard
- London Local Government:
  - Greater London Authority
  - Local Authorities x 33
- Health Bodies:
  - Acute Trusts
  - NHS England and NHS Improvement (London)
  - Public Health England
- Government Agencies:
  - Environment Agency
  - Health and Safety Executive
  - Met Office

### Category 2 Responders

- Utility companies
- Health Bodies:
  - Clinical Commissioning Groups x32
- Transport Providers

### Other responders

- Ministry for Housing, Communities and Local Government
- Military
- Voluntary sector
- Business sector
- Faith sector

London’s capabilities are summarised figure 4: .

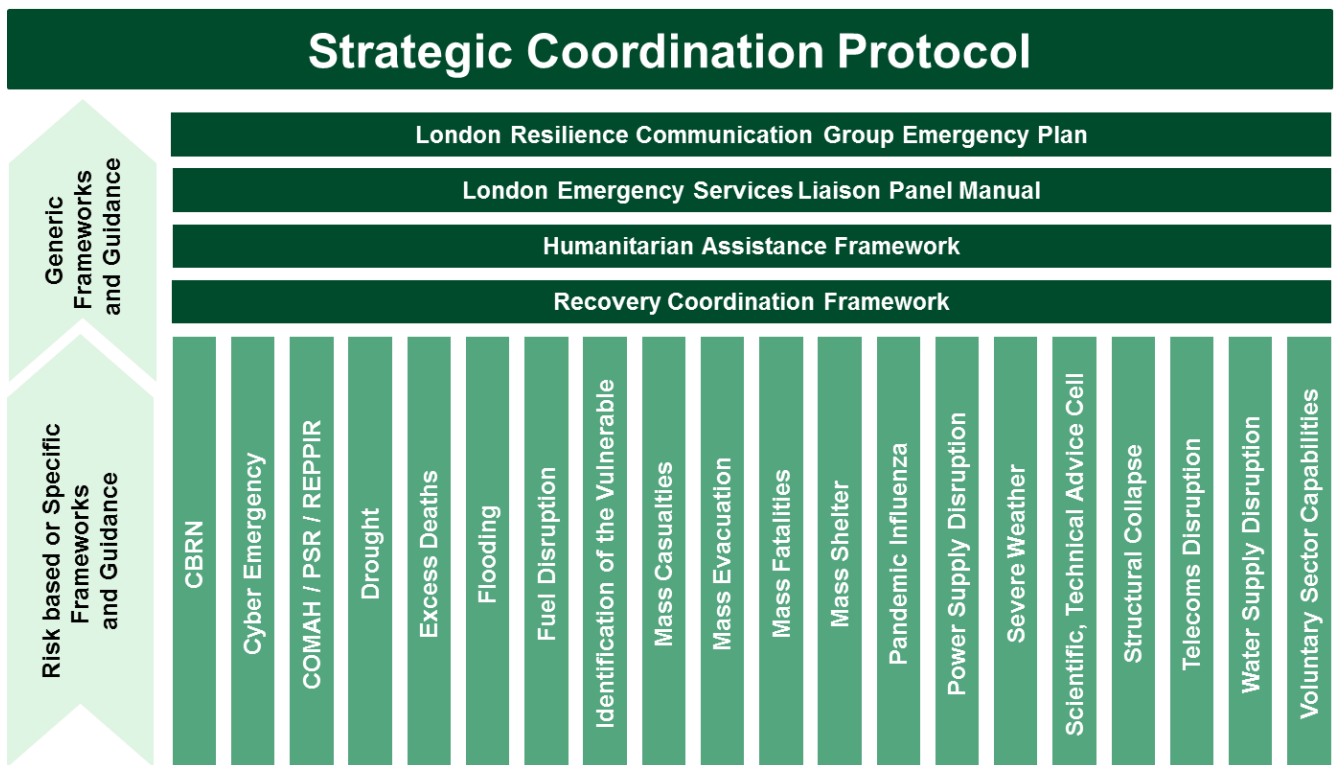


Figure 4: London’s capabilities

## **The role of London Resilience Group**

The London Resilience Group (LRG) is the centre of excellence to help deliver the work to achieve the Partnership's goals. LRG delivers services on behalf of the Greater London Authority, London's Local Authorities and the London Fire Brigade (where it is hosted) to coordinate and support resilience in London.

LRG supports the developments of London's Resilience by:

- Promotes preparedness and awareness of risks.
- Coordinates development of multi-agency capabilities, ensuring consistency in the development and maintenance of London's plans.
- Provides the secretariat for the London Resilience Forum, London Resilience Programme Board and the London Risk Advisory Group.
- Provides a liaison point between London responders, the Mayor of London and Central Government, other LRF areas and internationally.
- Provides a 24/7 point of contact for the Partnership, coordinating the development of situational awareness, and providing the secretariat for the Strategic Coordination Group when responding to disruptive events.
- Provides a dedicated programme and coordination function for London's Local Authorities.

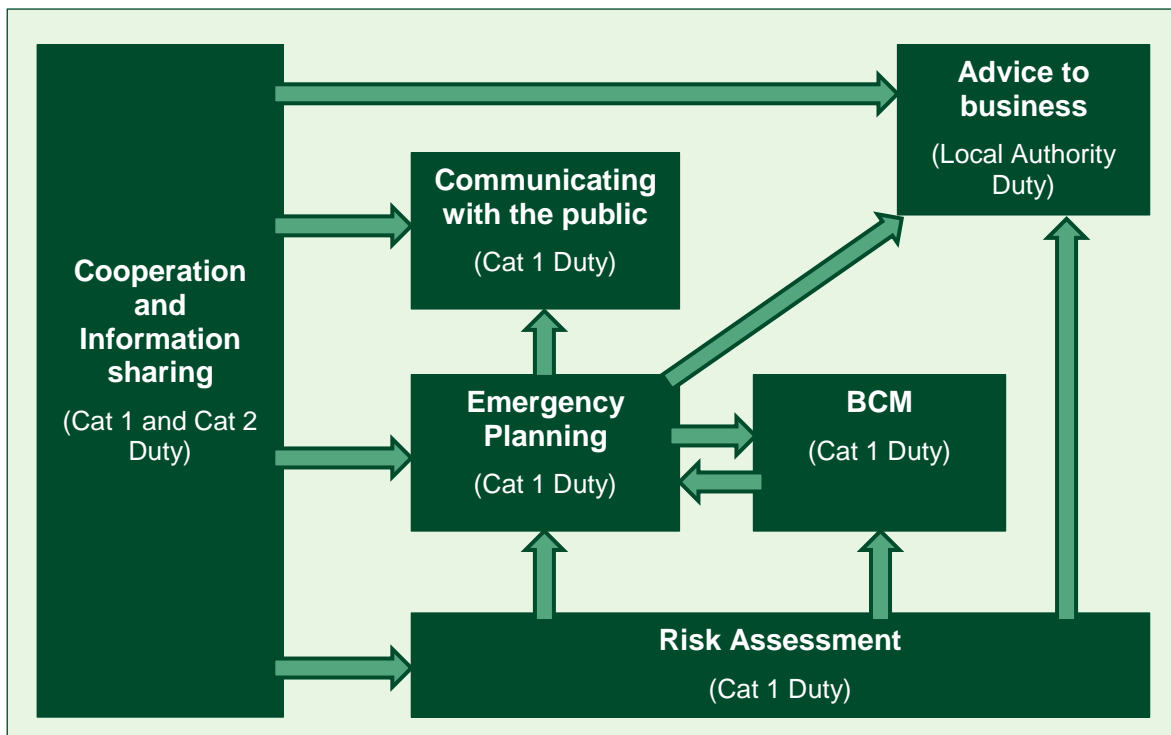
## Annex 2

### Duties of the Civil Contingencies Act

Category 1 responders are subject to the full set of civil protection duties. They will be required to:

- assess the risk of emergencies occurring and use this to inform contingency planning
- put in place emergency plans
- put in place business continuity management arrangements
- put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- share information with other local responders to enhance co-ordination
- co-operate with other local responders to enhance co-ordination and efficiency
- provide advice and assistance to businesses and voluntary organisations about business continuity management (local authorities only)

Category 2 organisations (the Health and Safety Executive, transport and utility companies) are 'co-operating bodies'. They hold the duties of; co-operating and sharing relevant information with other Category 1 and 2 responders. This serves as a means to promote awareness of the risks posed to their industries and the capabilities they have to respond to emergencies. Their duties ensure a strong link to the collective preparedness and response arrangements within the Resilience Forum.



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**LONDON RESILIENCE GROUP**

The London Resilience Group is jointly funded and governed by the Greater London Authority, London Local Authorities and the London Fire Commissioner. We are hosted by the London Fire Brigade. Our work, and that of the London Resilience Partnership, is overseen by the London Resilience Forum.