London Resilience Partnership
Strategy

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Foreword

The London Resilience Partnership first came together in 2002 to provide a mechanism for greater multi-agency cooperation in planning for, and responding to large scale emergencies. The structures and work programmes established in London provided a strong model for the development of statutory arrangements relating to emergency preparedness in the form of the Civil Contingencies Act which came into effect in 2004.

Since it was set up, the London Resilience Partnership has experienced a range of emergencies, including severe weather, volcanic ash, flooding and the terrorist attacks of 7 July 2005. Most recently, the Partnership worked together to develop and test capabilities for the London 2012 Olympic and Paralympic Games. The success of the Games was in no small measure down to the careful planning and preparation carried out by London Resilience partners.

Following the events of last summer, we were keen to reflect upon and learn from our experiences and look at how we can use these to strengthen the future work of the Partnership. In this strategy we aim to articulate our vision for London as a resilient city, and set out how we intend to achieve this, through a risk-driven, capability based process. We aspire to set a new model of best practice which other Local Resilience Forum areas may wish to use as an example.

To succeed in achieving our objectives we require a commitment from all partners to continue to develop and refine our capabilities to respond to whatever risks the future may bring. I believe that by continuing to work together and striving for continuous improvement, the London Resilience Partnership can help make London a safe, resilient city.

James Cleverly, Assembly Member
Chair, London Resilience Forum
Part 1: Introduction

Who are we?

The London Resilience Partnership is a coalition of organisations who have a role in preparing, responding and recovering from emergencies in London. The Partnership is made up of more than 170 organisations, as outlined in Appendix 1.

Our Vision: A Resilient City

Our mission is to ensure London is prepared to respond to and recover from emergencies, reinforcing London’s position as a resilient city.

We will achieve this by:
- assessing risks to London’s resilience
- building resilience through prevention and mitigation
- working together to prepare, respond & recover
- helping Londoners to be prepared.

What do we mean by a ‘resilient’ city?:
The ability of London to detect, prevent and if necessary to withstand, handle and recover from disruptive challenges

1 From UK Civil Protection Lexicon
Delivering our mission

The London Resilience Partnership Delivery Plan (Part 2) outlines the key priorities and deliverables for the London Resilience Partnership from April 2013 – March 2015.

Structures for delivering our mission

The London Resilience Partnership has a number of working groups to deliver our priorities as shown:

Governance and accountability

The role of the London Resilience Forum is to ensure effectively delivery of those duties under the Civil Contingencies Act (2004) that need to be developed in a multi-agency environment.

The London Resilience Forum is not a legal entity and does not have powers to direct its members; however it provides a means for responders with duties under the Act and associated Regulations, to collaboratively discharge their responsibilities to plan and prepare for emergencies.

As such, the London Resilience Forum retains strategic oversight of the work of the London Resilience Partnership and accountability for multi-agency coordination of emergency preparedness arrangements in London, including the development of capabilities to ensure
effective response to a range of identified risks. Where issues are identified in this process which cannot be resolved at a working level, they will be escalated to the London Resilience Forum for resolution or further escalation up to central government.

Individual members of the Forum are responsible for representing their organisation or sector, and committing resources where appropriate to achieve the strategic objectives of the Partnership.

The London Resilience Programme Board (LRPB) has responsibility for implementation of the London Resilience Partnership Delivery Plan and is accountable to the London Resilience Forum. A number of working groups report into the LRPB; underpinning capability groups look at developing work streams including risk assessment, training and exercising coordination, and information sharing and communicating with the public. Risk based capability groups are tasked by LRPB to carry out specific pieces of work focused on the impacts of identified priority risks.

Accountability for the delivery of individual capability work streams lies with the lead agency for each work stream. The lead agency is responsible for ensuring the delivery of the work stream and reporting progress and any issues up to LPRB for resolution or further escalation.

Sector panels have a role in bringing together members of the Partnership to ensure effective representative of the views of the sector at the LRF. Sector panels may also carry out specific pieces of resilience work, to enhance multi-agency working arrangements within the sector or to contribute to the wider objectives of the Partnership.

The Borough Resilience Fora are statutory groups which meet to discuss resilience arrangements at a local, borough level. Boroughs are grouped into six Sub-Regional Resilience Fora (SRRF), which act as a forum for wider multi-borough discussion and as a link between the 33 local authority areas and the London Resilience Forum. Borough and Sub-Regional Resilience Fora are represented on the LRF by the Head of Secretariat for the SRRFs

Role of the London Resilience Team

The London Resilience Team supports the work of the London Resilience Partnership in both planning for, and responding to multi-agency emergencies.

Planning:
- Coordinating development of multi-agency capability
- Providing the secretariat for the London Local Resilience Forum and London Resilience Programme Board
- Providing a liaison point between London responders and central government, other Local Resilience Forum areas and internationally
- Ensuring consistency in the development and maintenance of London's plans
- Promoting preparedness and raise awareness of risks
- Developing and maintain a weekly Common Recognised Information Picture for London (based on input from partners)
- Facilitating London Resilience Partnership meetings to share information.
Response:
- Providing 24/7 point of contact for the Partnership
- Coordinating the sharing of information between partners and maintenance of a shared Common Recognised Information Picture
- Facilitating London Resilience Partnership meetings where a SCG is not called
- Providing strategic advice on London's plans to the Mayor of London, Gold Commanders or Strategic Coordinating Group members.

Role of lead agencies

The role of the lead agency for a capability work stream is as follows:
- To bring together a multi-agency group to work on the capability
- To chair and provide secretariat/administrative support to the group
- To maintain a Terms of Reference for the group
- To develop and maintain a work plan for development and delivery of the capability, in line with the London Resilience Partnership Delivery Plan
- To lead on production of any plan associated with the capability
- To delegate work out to other members of the group as appropriate
- Where appropriate, to engage with and task other working groups to support the development of the capability work stream
- To report on progress to LRPB and escalate issues where necessary.
Part 2: Capability Development

The London Resilience Partnership’s approach to resilience planning is based around the development of capabilities required to address the impacts of identified risks.

There are a number of ‘core’ functional capabilities we focus on developing which underpin our resilience planning work. These are:

Risk assessment – assessing the hazards and threats to London, and understanding what impacts these could have – this then drives what capabilities we need to develop

Training and exercising – all our plans and procedures need to be exercised, to make sure they work in practice, and those who have a role in responding to an incident trained to be able to fulfil that role

Coordination and information sharing – identifying and agreeing the principles by which we coordinate the multi-agency response and recovery to an incident

Communicating with the public - making sure people who live, work and visit London are aware of the risks and how they can prepare, and that in the event of an emergency they are given accurate, timely information

These functional capabilities support the development of more specific risk based capabilities which are focused on the potential impacts of a range of hazards and threats, for example, dealing with mass casualties, loss of telecommunications or disruption to fuel supply.

Figure 1 outlines the process we go through to develop a capability, from identifying a need for it through the risk assessment process, to the development of the capability, training of the relevant people and testing the capability through a realistic exercise scenario. Each capability is regularly assessed against the latest risk information to make sure we have the capabilities we need in place to effectively respond and recovery from emergencies affecting London.
Figure 1: Capability Development Process:

<table>
<thead>
<tr>
<th>Decision Point</th>
<th>Who</th>
<th>What</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>LRF</td>
<td>Risk prioritisation, Risk appetite, Risk treatment required, Lead for capability development, Timescales</td>
</tr>
<tr>
<td>2</td>
<td>LRT</td>
<td>Check plan for consistency</td>
</tr>
<tr>
<td>3</td>
<td>LRF</td>
<td>Plan approved for publication and training</td>
</tr>
<tr>
<td>4</td>
<td>LRPB</td>
<td>Identification of exercise requirements</td>
</tr>
<tr>
<td>5</td>
<td>LRPB</td>
<td>Identified capability gaps, Lessons learned progress</td>
</tr>
</tbody>
</table>
Part 3: Delivery Plan

The London Resilience Partnership Delivery Plan (2013-2015) outlines the activities the London Resilience Partnership will carry out to work towards achieving our mission. Although the Delivery Plan covers activities from April 2013 to March 2015, these activities may need to be reviewed in light of operational requirements that arise during this period. The London Resilience Programme Board is responsible for monitoring the Delivery Plan and reporting any issues up to the London Resilience Forum. The Delivery Plan may be amended during the course of the two-year period to take account of operational requirements and changing risk profiles.

The London Resilience Team hold the latest version of the London Resilience Partnership Delivery Plan.
Appendix 1: London Resilience Partnership Organisations

**Category One Responders:**

**Emergency services**
- British Transport Police
- City of London Police
- London Ambulance Service
- London Fire Brigade
- Maritime Coastguard Agency
- Metropolitan Police Service

**Strategic London Government**
- Greater London Authority

**Local Authorities x 33**

**Health Bodies**
- Acute Trusts
- Public Health England
- Clinical Commissioning Groups x32
- NHS Commissioning Board
- Mental Health Trusts

**Government Agencies**
- Environment Agency
- Health and Safety Executive

**Other responders**
- Airwave
- Department for Communities and Local Government (DCLG)
- Military
- Voluntary sector
- Business sector
- Faith Sector

**Category Two Responders:**

**Utilities**
- Affinity Water
- BT
- Essex & Suffolk Water
- Level 3 Communications
- National Grid
- O2
- Scottish and Southern Energy
- Southern Gas Networks
- Sutton & East Surrey Water
- Telehouse Europe
- Thames Water Utilities Limited
- UK Power Networks
- Vodafone and Cable and Wireless Worldwide

**Transport**
- Heathrow
- Highways Agency
- National Air Traffic Service
- Network Rail
- Port of London Authority
- London City Airport
- Transport for London (incorporating)
  - London Buses
  - London Underground Limited
  - Street Management
  - Docklands light Railway
  - London Overground
  - London Tramlink
  - Crossrail (once operating)
  - London River Services