



London Resilience Partnership Strategy

Version Control

Version	Action	Date
1.0	Approved by London Resilience Forum	February 2013
2.0	Approved by London Resilience Forum	October 2016



FOREWORD



2016 is the 350th anniversary of the Great Fire of London. The fire is a historical testimony to the resilience of London, its people, businesses and government.

Since then the capital has faced other perils including the flu pandemic of 1918, tidal floods in 1928 and 1953, hostile attacks in the two world wars, terrorist attacks and civil disturbances. In spite of this, London, its people and its economy have survived and thrived. London remains one of the world's leading cities for business, learning, culture and government. In short, London's history demonstrates that it is a resilient city.

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.

Learning from events of the past, together with informed expertise, improvements in technology and introduction of statutory frameworks have reduced the level of risk to the city. But some risks remain, such as those from cyber attack, flood, disease and terrorism. The Partnership's role is to assess these risks and ensure that the right measures are in place to deal with these now and into the future alongside other related issues of sustainability and climate change adaptation. City resilience is entering a new era, with recognition that while planning for and responding to emergencies is vitally important, there is also a need to bring resilience thinking to bear on policy areas that inform infrastructure development and social change.

As a global city London must play its part to demonstrate its success and to learn from other cities. The UK is a signatory to the [Sendai Framework](#) – delivering its commitments to the Framework through the work of groups like the London Resilience Partnership. Londoners should have the confidence to know that everything is being done to protect the capital and the Resilience Partnership exists to ensure this happens.

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 agencies 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 are listed in [Appendix One](#).

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.

THE RESILIENCE OF LONDON

London has a 2000 year history which shows its ability to survive, prosper and see opportunity in the face of adversity. The city and its communities need to be resilient in the face of the likely disruptive challenges of the 21st century.

Disruptions often take the form of **Acute Shocks**. These 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 is response to emergencies. The Partnership works together to prepare for and respond to these.

Disruption is increasingly likely from **Chronic Stresses**. These 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. Through its knowledge and understanding the Partnership can identify long term threats to the city's resilience. It will recommend action to mitigate these threats and will advocate these measures to policymakers and to groups such as the London Climate Change Partnership.

The approach of the Partnership to addressing disruptions from shocks and stresses is illustrated in the table overleaf.

Timescale	Acute	Chronic
Nature of disruption	Shock	Stresses
Aim of the Partnership	Enable Continuity	Enable Adaptability
Role of the Partnership	Identify and assess risk Recommend risk reduction measures Promote public awareness Prepare, respond, recover and learn	Identify and assess risk Recommend risk reduction measures Align risk reduction measures to public policy development



OUR GOALS

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

Our goals are to:

- Offer the best possible outcomes for people affected by an emergency.
- Provide a coherent approach across different agencies to issues of resilience.
- Ensure the most effective use of the partnerships combined resources.
- Protect London's reputation and competitiveness as a global city.

HOW WE ENABLE RESILIENCE

In support of our goals, our focus is to enable London to be a resilient city. We do this by working together to:

- Assess risks to London's resilience.
- Enhance London's resilience through prevention and adaptation.
- Prepare, respond, recover and learn from exercises and emergencies.
- Help Londoners to be prepared.

The activities that the partnership undertakes to achieve its goals are illustrated in figure 1:



Figure 1: Enabling resilience through our collective activity

OBJECTIVES TO SUPPORT OUR GOALS: 2016-2020

By 2020 the Partnership aims to:

- Further develop its approach to managing risk in London to:
 - Improve its understanding of risk so that the Partnership’s capabilities, and measures to prevent emergencies, can be more effective.
 - 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 its relationships in policy areas affecting London's resilience such as:
 - The London CONTEST Board and the Mayor's Strategies to ensure a coherent approach between different areas of work.
 - International activities like the [United Nations Resilient cities initiative](#) and the [100 Resilient cities programme](#).
- Improve the way it learns from its own and other's experience so that its arrangements reflect best practice, including development of an assurance process. This includes developing relationships with London's academic institutions who set a high standard in the research of resilience.
- Enhance its strategic coordination arrangements by taking advantage of new technologies to deliver a more effective service to Londoners.
- Continue to improve our collective capability to respond to and recover from a range of risks in the [London Risk Register](#).

Work to progress these objectives will be managed through the structures outlined in the next sections.

WE SERVE LONDON'S COMMUNITIES

The London Resilience Partnership understands that well-informed communities are better able to prepare for and respond to emergencies, reducing demand on the emergency services, accelerating recovery, strengthening the community and helping London to get on with its business in the face of disruptive events.

In support of our goals the partnership will continue to develop the ways it helps to:

- Encourage Londoners to develop their own networks and connections. These will help them to prepare for, and respond to emergencies.
- Provide information to inform the citizens and businesses about risks in London, emergency plans and how Londoners can help themselves.
- Promote accessibility to resilience information through use of the [London Prepared](#) website as the best general source of information.
- Support a safe and effective community response during emergency situations.

STRUCTURES TO DELIVER OUR GOALS

The Partnership is governed through the arrangements of the Civil Contingencies Act. It is built around:

- Coordinating Forums to ensure effective delivery of shared responsibilities.
- Structures to develop capabilities to respond and recover from risks. This includes planning, testing and exercising.
- These are summarised in [Appendix Two](#).

COORDINATING FORUMS

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 [Appendix Three](#).



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 under the act.

- **Role** The Forum sets the strategy and objectives for the Partnership through its 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.
- **Membership** The membership includes senior representatives of the partnership and chairs of Sector panels.
- **Agencies** Partner agencies commit resources where needed to support the strategic objectives of the Partnership and ensure that their agency's work is aligned with the Partnership's strategy.
- **Sector Panels** Sector panels promote collaboration on resilience issues within specific sectors such as the Utility sector. 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 the wider objectives of the Partnership or to promote membership of the panel.

Sub Regional Resilience Forums Boroughs are grouped into six Sub-Regional Resilience Forums (SRRF). The London SRRFs:

- **Role** The role of the SRRFs is to enable pan-London organisations to engage with London's local responders. The SRRFs offer an opportunity to:
 - Align regional and local priorities in relation to resilience across London, promoting the two-way flow of information between the Borough Resilience Forums (BRFs) and the LRF.
 - Encourage local level activity in relation to the promulgation of regional frameworks and policy.
 - Provide a mechanism for the oversight of BRF Business Plans to assure the LRF.
 - Support a consistent approach through the secretariat and the development of guidance.
- **Membership** Category One and Two organisations ([Appendix One](#)) at the pan London, sub-regional and borough level as appropriate. Representation is also provided by the voluntary and business sector.

Borough Resilience Forums Borough Resilience Forums (BRFs) are the statutory, multi-agency platform for emergency planning at the local level:

- **Role** The role of the BRF is to coordinate local activity in the resilience partnership such as Borough Risk Registers, capability development and training.
- **Membership** Members include Category One Responders at the local level and other responders or partners as required by the BRF business plan.

STRUCTURES FOR DEVELOPING CAPABILITIES

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



Senior Responsible Owner 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.

Capability Development Groups Capability Development groups prepare multi-agency plans to coordinate the Partnership's response to identified risks. These capabilities are summarised in [Appendix Four](#).

Risk and Assurance 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.

The role of London Resilience Group The London Resilience Group is the centre of excellence to help deliver the work resulting from the partnership's goals. The organisation 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. It also manages the London Prepared website and social media platform.

London Resilience supports the developments of London's Resilience through:

- Coordinating development of multi-agency capabilities.
- Providing the secretariat for the London Resilience Forum, London Resilience Programme Board and Sub-Regional Resilience Forums.
- Provide a liaison point between London responders, the Mayor of London and central government, other Local Resilience Forum areas and internationally.
- Ensure consistency in the development and maintenance of London's plans.
- Promote preparedness and awareness of risks .
- Provide 24/7 point of contact for the Partnership.
- Coordinate the development of situational awareness.
- Provide strategic advice on London's plans to the Mayor of London and senior officers.
- Provide the secretariat for the Strategic Coordination Group when responding to disruptive events..



APPENDIX ONE

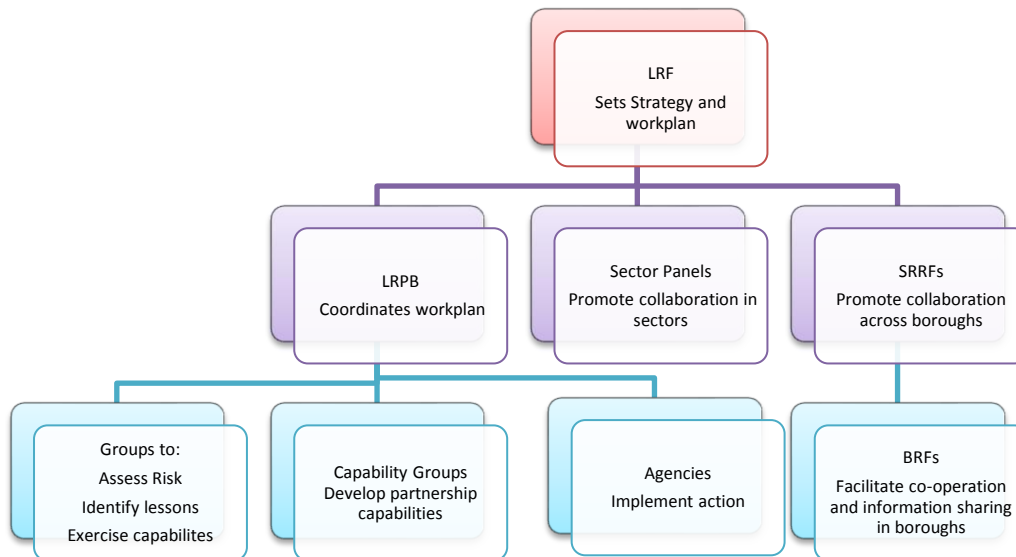
MEMBERS OF THE LONDON RESILIENCE PARTNERSHIP

CATEGORY ONE RESPONDERS:	CATEGORY TWO RESPONDERS:	
<p>Emergency services</p> <p>British Transport Police City of London Police London Ambulance Service London Fire Brigade Maritime Coastguard Agency Metropolitan Police Service</p> <p>Strategic London Government</p> <p>Greater London Authority</p> <p>Local Authorities x 33</p> <p>Health Bodies</p> <p>Acute Trusts NHS England (London) (also representing Clinical Commissioning Groups and NHS Provider organisations Public Health England</p> <p>Government Agencies</p> <p>Environment Agency Health and Safety Executive Met Office</p> <p>OTHER RESPONDERS:</p> <p>Airwave Department for Communities and Local Government Defence Voluntary sector Business sector Faith sector</p>	<p>Utilities</p> <p>Affinity Water BT Cable and Wireless Colt Communications Essex & Suffolk Water Level 3 Communications National Grid O2 Telefonica Scottish and Southern Energy SGN Sutton & East Surrey Water Telehouse Europe Thames Water Utilities Limited Telefonica UK Power Networks Vodafone</p> <p>Transport Providers</p> <p>Transport for London Network Rail Crossrail HS2 Heathrow Airport London City Airport Highways England National Air Traffic Service Port of London Authority Abellio Greater Anglia c2c Chiltern East Midland Trains Eurostar Grand Central GTR (Greater Thameslink Railway) Heathrow Express HS2</p>	<p>Hull Trains London Midland South West Trains Southeastern Southern Virgin Trains</p> <p>Government Agencies</p> <p>Health and Safety Executive Air Accident Investigation Branch Rail Accident Investigation branch Marine Accident Investigation Branch</p>



APPENDIX TWO

STRUCTURE OF THE PARTNERSHIP



Sector Panels

London Local Health Resilience Partnership – Terms of reference guided by Health and Social Care Act 2012

Transport Sector Panel

Utility Sector Panel

Local Authority Panel

Faith Sector Panel

Business Sector Panel

Voluntary Sector Panel

London Resilience Communication Group

Sub-Regional Resilience Forums

Central

North Central

North East

South East

South West

West

Borough Resilience Forums x 33



Capability Groups

Risk based – to develop capabilities for risks identified by the LRF as a priority such as the Humanitarian Assistance Group

Supporting Capabilities – to develop capabilities that are needed to respond to any emergency. Examples include Strategic Coordination and the London Emergency Services Liaison Panel.



APPENDIX THREE

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 are less likely to be involved in the heart of planning work, but will be heavily involved in incidents that affect their own sector. Category 2 responders have a lesser set of duties - co-operating and sharing relevant information with other Category 1 and 2 responders.



APPENDIX FOUR

SUMMARY OF PARTNERSHIP CAPABILITIES 2016

CAPABILITIES

