

Resilience Standards for London Executive Summary Report for LB Croydon, January 2020 v1.2

This summary intended as an overview of the self-assessment conducted for the Resilience Standards for London 2019. The London local authority standards are designed to lead to good outcomes and leading practice whilst supporting compliance with the Civil Contingencies Act 2004. There are 12 themed key assessment areas, with each comprising of a number of statements which illustrates the level in which Croydon Council is expected to operate, in support of the Assurance Framework for London Local Government.

Each key assessment area has been evaluated line by line by the resilience team and their line management and it is believed that the outcomes achieved, detailed in the table below, are a true reflection of how the organisation is currently operating in relation to organisational resilience. The team have ensured that they have provided an honest overall assessment, which should act as a baseline for future improvements.

In each key assessment area a descriptor has been provided to assist with the assessment, helping to identify where as an authority we believe we currently are operating as per the standards. The descriptors given are **Developing**, **Established** or **Advanced** and the justification of how the authority may achieve each area, vary across the different themes.

The below table provides an overview of the overall assessment achieved by Croydon for each standard. The overall assessment takes into account the majority score given within each key assessment area, and should be noted that various scores were achieved within each area (for example in RSL3 – Managerial Leadership and RSL 4 – Organisational Engagement both have 3 ‘advanced’ statements within the wider assessment).

Developing - Where ‘developing’ has been achieved overall, it is likely that we are unable to demonstrate capability in the absence of formal processes and documentation which has been identified as a requirement within the standard. A ‘developing’ statement should not necessarily be assumed as a weakness. It should also be noted that a number of the statements are being addressed at a regional or sub-regional level in the interest of efficiency and are awaited to be implemented by Croydon Council.

Established – Where ‘established’ has been achieved overall, it is likely that we are able to provide evidence of formal processes and documentation, but further maturity within the area is required to be considered Advanced.

Advanced – Where ‘advanced’ is achieved, it is believed that the appropriate evidence can be provided to prove formal processes and indicates the level of maturity within the area.

Met – This assessment has been given for area 6a, which assesses the capabilities required by the previous standards, Minimum Standards for London (MSL), and indicates that capabilities exists.

RSL Key Assessment Areas	*Overall Assessment
1: Risk Assessment	Established
2: Political Leadership	Established
3: Managerial Leadership	Established
4: Organisational Engagement	Established
5: Capabilities, Plans and Procedures	Established
6: Resources, Roles and Responsibilities	Established
6a: Quantitative data, a sub-set to Resilience Standard for London #6	Met
7: Partnerships	Advanced
8: Training, Exercising and Evaluation	Established
9: Business Continuity	Developing
10: Community Resilience	Developing
11: Recovery Management	Established

*Overall assessment is based on the majority rating given within the individual theme, inclusive of the suggested ‘leading practice’ section.

The assessment, overall, represents a positive position for Croydon Council. Key strengths and development areas have been extracted from the resilience team’s assessment on the following page.

The following have been identified as Croydon Council’s key strengths when considering emergency preparedness, response and recovery:

- Senior management engagement with resilience-related tasks and activities
- Established on-call duty rotas with appropriately trained staff (i.e. Council Silver, Duty Resilience Advisor, Local Authority Liaison Officer and Emergency Centre Manager)
- Political (Leader & Cabinet) support for the development of the resilience agenda
- Cabinet Member lead specifically responsible for Resilience
- Local partnerships, particularly the Borough Resilience Forum and Local Strategic Partnership
- Good and proven track record of responding to a range of incidents in both size and type
- Established risk management internally and as part of the Borough Resilience Forum
- Active participation in sub-regional and regional resilience arrangements
- The maturity of the business continuity programme continues to steadily increase
- A wide range of validated plans and procedures to guide the organisation through an incident response
- Regular training for emergency response roles
- Positive engagement with emergency response officers with high retention rate.

The following areas have been identified as development areas and will be considered as part of the forward business planning for the resilience team and wider organisation.

- Formal policy to support staff who perform emergency response roles will be implemented by April 2020
- Improved guarantees for large-scale, safe staff resourcing for 48hrs without mutual aid as a result of on-going human resource engagement and policy implementation
- Business continuity as part of the procurement and contract management processes as 2020/21 project overseen by the resilience board.

Improvements are expected when a number of regional reviews and projects due are published in 2020. The outputs of these will then be implemented locally and include development in:

- Resilience-specific community engagement
- All Councillors appropriately trained and fully clear of their role in the response and recovery phases of an incident
- Documented Recovery phase protocol
- Mass Shelter provision

Overall, Croydon has a lot to be proud of in respect to its resilience planning and organisational culture for emergency preparedness, response and recovery. As one of London's largest boroughs, Croydon has experienced a number of incidents over the last decade which has enabled the organisation to establish an innovative approach to emergency response and organisational resilience planning. This has also enabled individuals/ officers to build their (corporate) knowledge and experience with regard to emergency response and business continuity, which is a significant asset to the organisation.

The past 12 - 24 months has seen significant strengthening in the corporate infrastructure to support organisational resilience. A dedicated Corporate Resilience Board has been established and there are regular updates to the executive leadership team. This has directly resulted in an increased focus in developing key capability areas as well as improved engagement in training, exercising and work such as the business continuity programme throughout the organisation.

The RSL assessment will be used to inform the resilience team and organisation's preparedness work programme for 2020/21 and in future years and the assessment template used again in 2020 to assess progress with the overall intention being to increase organisation collaboration and engagement to strengthen our ability to respond to emergencies, supporting those affected.

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Approved by:
Corporate Leadership Team 15 January 2020

