



LONDON FIRE BRIGADE

LFC-24-061

Escalation Framework

Report to:

Service Delivery Board
Commissioner's Board

Date:

22 May 2024
12 June 2024

Report by:

Deputy Assistant Commissioner Operational Resilience

Report classification:

For decision

For publication

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

This report presents, for decision, the Brigade's Escalation Framework, facilitating a continual process of intelligence gathering, risk assessment and response to foreseen situations posing a risk to service delivery and business continuity.

The Escalation Framework has been designed to work alongside extant procedures such as the weekly submission of intelligence from partners such as Metropolitan Police Service, Health sector, Meteorological Office etc., as well as internal protocols such as the Weekly Strategic Forecast meeting, Duty Officer briefings and the Brigade's Strategic Response Arrangements.

The Escalation Framework facilitates a consistent and auditable process of risk assessment, notification, and implementation of control measures supporting the Brigade in preparing for unusual pressures such as pandemic, extreme weather etc.

The principles and structures described within the Framework are deliberately flexible. Whilst the core structures and functions of groups are prescribed within the Framework, the principles of this process are to identify potential challenge in good time, bring together key personnel and subject matter advisors to review historic good practice, and novel contingencies and embed these in activities to prepare for predicted challenge.

Recommended decision(s)

That the Service Delivery Board agree to publication and formal implementation of the Brigade's Escalation Framework.

Proposed decision – London Fire Commissioner

That Commissioner's Board agree to publication and formal implementation of the Brigade's Escalation Framework.

1 Introduction and background

- 1.1 Over the last decade LFB has witnessed a change in demand for Brigade resources, these have been as a result of terrorism, civil unrest, severe weather, pandemics, and industrial action. Post incident reviews have highlighted areas of organisational learning, which includes the requirement for an escalation framework facilitating communication of risk and dynamic management of resources and protocols to respond to the changing working environment.
- 1.2 Close working relationships with the Greater London Authority (GLA), Metropolitan Police Service (MPS) and London Ambulance Service (LAS), as well as wider partnerships, has facilitated sharing of intelligence and agency centric information. This in turn has improved planning, response, and recovery to a range of foreseeable and dynamic circumstances.
- 1.3 The Brigade's EF has been designed to consider and assess information provided by partners and provides a tiered reporting protocol to elevate planning assumptions on a risk assessed basis.

The Escalation Framework

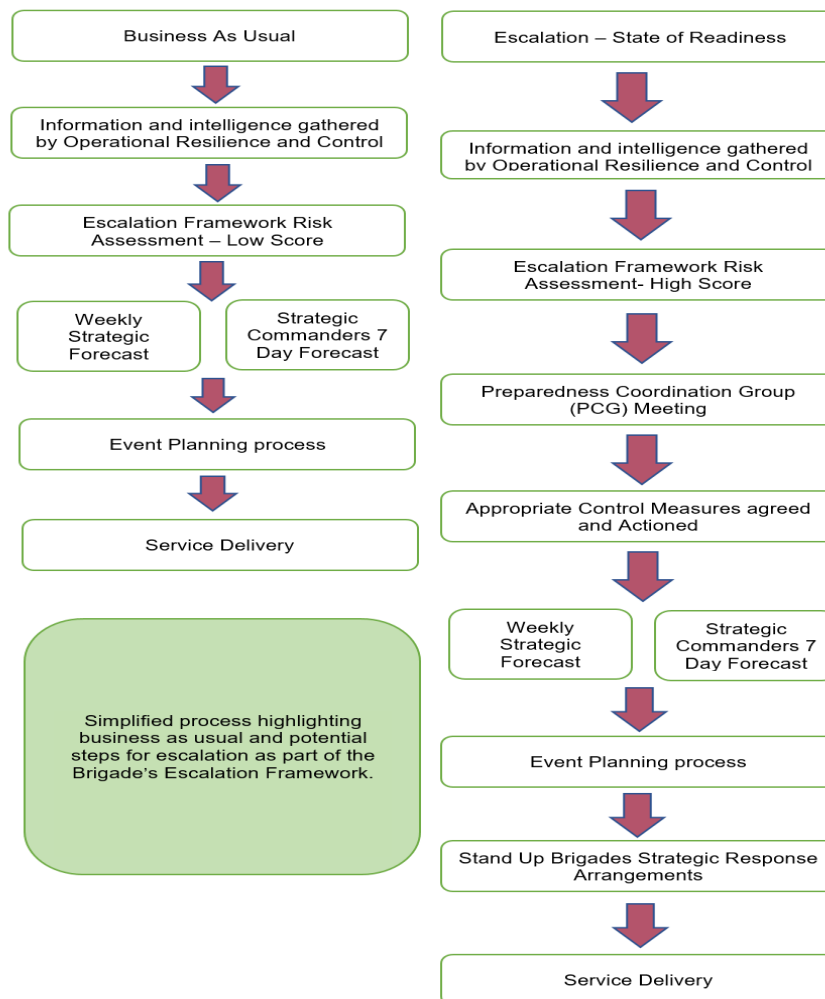
- 1.4 Information and intelligence is monitored continuously by Operational Resilience and Control (OR&C) Resilience and Event Planning teams. Current sources of information include:
 - **London Situational Awareness Team (LSAT) report (weekly)**
 - **London Situational Awareness System (LSAS) (weekly) report:**
 - LAS
 - MPS
 - GLA
 - TfL
 - NHS
 - London Resilience
 - Meteorological Office
 - Environment Agency
 - Coastguard
 - **London Operations Centre (LOC)**
 - **Natural hazard partnership (daily)**
 - **National Inter Agency Liaison Officer (NILO)**
 - **Counter Terrorism national embed**
 - **Public order and planning meeting (weekly)**
 - **Other key partners**
- 1.5 The duty Strategic (Gold) support officer - Resilience Operational Resilience Support Officer (ORSO), alongside the OR&C Event Planning team, receives and considers intelligence on behalf of LFB.
- 1.6 The EF risk assessment (Appendix one) will be undertaken on a weekly basis, or by exception when intelligence is received that indicates possible disruption to LFB service delivery, by OR&Cs event planning team and/or by the duty Strategic (Gold) support officer (ORSO). A subject matter advisor best suited to the received intelligence should support the risk assessment process.
- 1.7 The daily, or ad hoc, undertaking of the EF risk assessment will facilitate the Brigade maintaining an accurate and contemporary awareness of partnership intelligence and enable the Brigade to respond proactively where a state of readiness is required. Examples may include a change in the United Kingdom's terrorism threat level, pandemic or extreme weather prediction (see figure 1).
- 1.8 When completing the risk assessment, the responsible officer should apply professional judgement as to whether multiple scenarios impact one another, and therefore the Brigade. If this is the case multiple scores should be amalgamated. Alternatively, where a number of smaller scenarios do not affect one

another, they should be scored in isolation and the highest score used to identify the appropriate escalation process.

1.9 Upon completion of the EF Risk Assessment a score is generated which will direct the level of escalation required. The tiered response is as follows (see Figure 2 for escalation response in accordance with score):

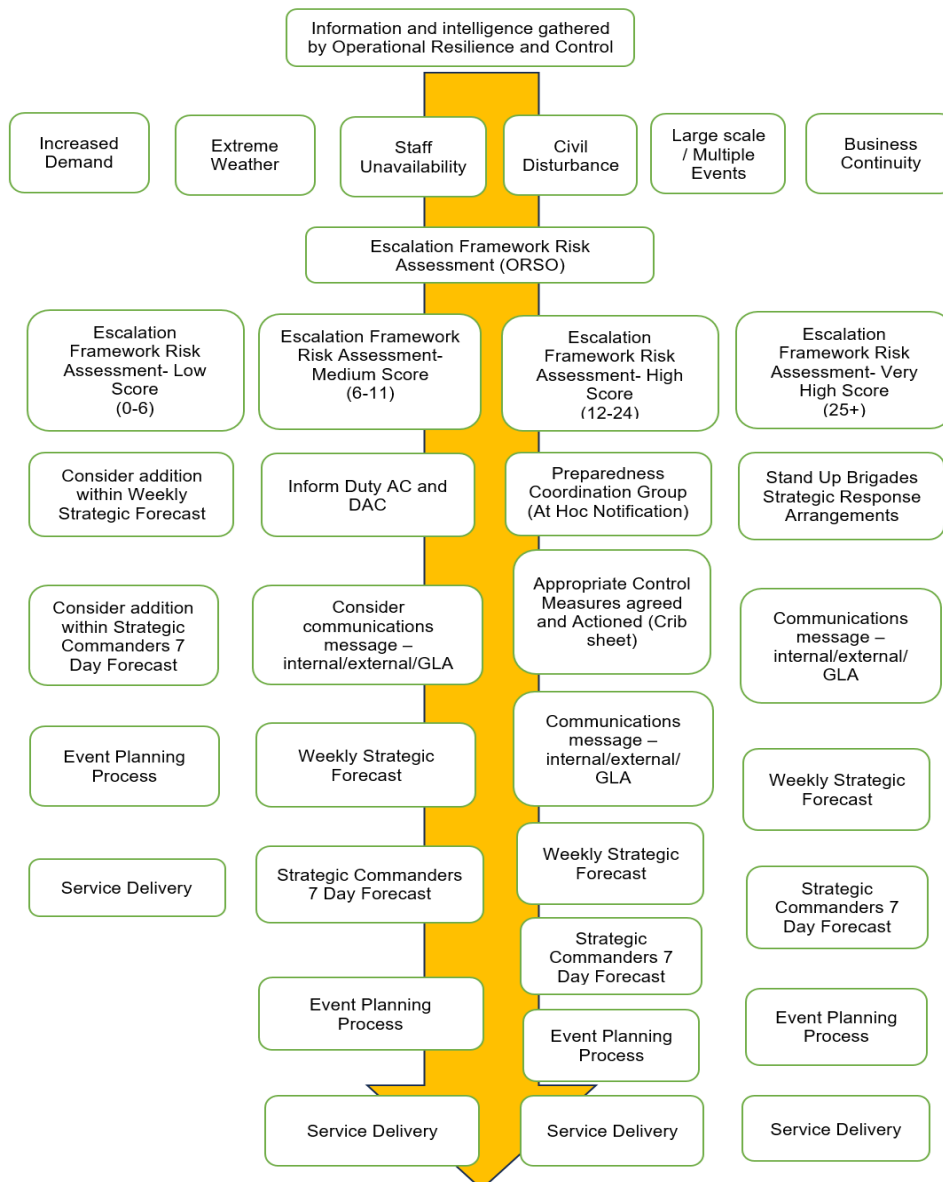
- Green (0-6) – Business as Usual, no further action. Intelligence monitored and shared in duty officer daily briefing. Review and include intelligence within Weekly Strategic Forecast and Strategic Commander 7 day forecast where appropriate.
- Yellow (7-11) - Inform Duty Assistant Commissioner (AC) and Duty Deputy Assistant Commissioner (DAC). Include intelligence within weekly strategic forecast risk assessment and proposals, as well as the Strategic Commander 7-day forecast. Consider communications message – internal/external/GLA on Brigade stance and actions as appropriate.
- Amber (12-24) - State of readiness. Implement Preparedness Coordination Group (PCG) meeting. Determine Brigade actions to meet identified risk. Record actions and rationale underpinning actions.
- Red (25+) – Notify Strategic (Gold) commander with a view to implement Brigade’s Strategic Response Arrangements (SRA).

Figure 1 Escalation Framework Flow chart



- Where a PCG meeting is required, the duty ORSO via Operational Resilience will inform the duty management team and notify attendees via AT HOC notification (See figure 2 for notification protocol and detailed actions following risk assessment).
- To convene a PCG meeting, the Duty ORSO will notify all required attendees of the meeting time and location.
- Consideration will be given to the use of remote/virtual meeting arrangements. This will facilitate the effective use of resources and that the Brigade stay ahead of the decision-making curve for the management of dynamic/sudden or protracted incidents.
- A trained logistic will be mobilised to attend the physical/virtual PCG meeting via Brigade Control. This role will be staffed from the Response or Resilience ORSO cadre and mobilised by the Duty Resilience ORSO who has access to the trained personnel database. All actions and decisions made during the EF co-ordination group will be recorded.
- A suite of documents are provided as appendices to the policy facilitating membership of the PCG, agenda, historic good practice, action recording and partner coordination.

Figure 2 Escalation Framework actions based on Risk Assessment Score



Preparedness Coordination Group (PCG) membership

- 1.10** Membership of the PCG is as follows (one member of Operational Resilience and Control management team should attend the PCG meetings to provide direct support to the Chair):
- Assistant Commissioner Operational Resilience and Control
 - Deputy Assistant Commissioner Operational Resilience
 - Deputy Assistant Commissioner Control
 - Head of Business, Governance and National Coordination
-
- Duty AC (Chair)
 - Duty DAC (Deputy Chair)
 - Deputy Assistant Commissioner (or representative) Central Operations
 - Officer in charge of Control
 - Subject matter advisor relevant to intelligence/situation
 - Professional Head of Business Resilience
 - Communications representative
 - Any other parties considered appropriate
- 1.11** Within the PCG meeting, the identified areas of risk should be considered. The group should identify how the risk is likely to impact service delivery and/or business continuity. Similarly, the group should consider how the intelligence affects partners and partnership working. The group should decide what communication, control measures and coordination is required to manage the identified risk(s).
- 1.12** The Chair (duty AC as Brigade Strategic (Gold) commander) should use the crib sheets provided within the appendices of the policy to explore options available to reduce the risk and coordinate activities. The crib sheets are not exhaustive but designed to provide the duty AC with activities previously selected to manage similar circumstances.
- 1.13** The Chair will agree on the frequency required for subsequent meetings and actions for progression. The group, at an appropriate time, should also plan for recovery and return to business as usual.
- 1.14** Consideration should be given to securing records and contemporaneous notes, as well as a review of the implementation and management of the Escalation Framework. This review may be part of Major Incidents investigation (See Policy note [0920 Major Incidents Investigation](#)), or as part of ongoing development of this protocol.
- 1.15** Good practice and learning following implementation of the EF should affect immediate review of this procedure, novel circumstances and control measures should subsequently be included to direct future response.
- 1.16** Where the EF risk assessment highlights the Brigade's SRA arrangements are the appropriate control measure to be implemented, the Brigade's Strategic (Gold) commander (duty AC) should be notified immediately. The decision to implement the SRA will then sit with the Brigades Strategic (Gold) commander, Brigade Manager and/or the Commissioner's Continuity Group. Refer to. Policy note [699 Strategic Response Arrangements](#).

2 Conclusion

- 2.1** This report formalises actions previously used to coordinate Brigade activities during periods of extreme pressure.
- 2.2** The EF provides a consistent and auditable process, implemented via OR&C, Duty Officers and principle management providing resilience and consistency to notification, decision making and implementation of control measures to best prepare the Brigade for forthcoming challenges.

- 2.3** The risk assessment matrix and good practice crib sheets are designed to be live documents. Risk assessment and implementation of control measures will require close supervision to determine accurate scores against foreseeable risks. The EF has been piloted and a large degree of calibration undertaken already. It is expected a period of continued calibration will be required to fine tune this process and will be undertaken by senior management within OR&C.
- 2.4** Good practice in the form of control measures to meet future periods of impact to service delivery and business continuity will be captured and included within the crib sheets, supporting organisational learning and aiding the Brigade in responding to similar events in the future.
- 2.5** The EF has been presented to the Assistant Commissioner cadre for review and consultation prior to submission to governance.
- 2.6** The EF will be exercised with principle management ahead of expected hot summer weather as part of Strategic Commander's training days alongside Brigade Coordination Centre (BCC) input. The exercise will include an escalating scenario directing commanders in undertaking preparatory activities ahead of a full operational and business continuity response requiring implementation of the SRA , Commissioner's Continuity Group (CCG) and Brigade Coordination Centre (BCC) functions.

3. Equality comments

- 3.1** The LFC and the Deputy Mayor for Fire are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.
- 3.2** It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
- 3.3** The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.
- 3.4** The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:
- eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - foster good relations between people who share a relevant protected characteristic and persons who do not share it.
- 3.5** Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
 - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 3.6** The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of

disabled persons' disabilities.

3.7 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- tackle prejudice
- promote understanding.
- An equality impact assessment (EIA) has been conducted for this draft policy. Although the overall assessment is low, as the Escalation Framework policy is text based, this could be challenging for those with neurodiverse conditions. This is expected to be mitigated by alternative methods of communication, training and exercising as part of the training commissioning process.

4 Other considerations

Workforce comments

4.1 This policy does not introduce new health, safety or welfare arrangements or risk control measures for staff. This policy recognises welfare considerations should be made by the structures stood up during a major incident/business disruption.

Sustainability comments

4.2 A Sustainable Development Impact Assessment has been carried out on the Brigade's draft Escalation Framework policy and have been found to have a low environmental impact.

Procurement comments

4.3 Whilst there is a training/exercising implication for this new policy, possibly involving partners outside of the Babcock contract, the author identifies no additional procurement activities as a result of the amendment to this extant policy.

Communications comments

4.1 The author of this policy recognises the importance of communicating the new version of this policy to all staff groups. A tiered approach is recommended with principal managers requiring a more detailed input. Those involved in structures defined within the policy will require both communication of the policy via e-mail, as well as additional support through training and exercising. Staff not directly involved in the implementation of the Escalation Framework should have an awareness of the policy and the core structures contained within. If the amended policy is approved, the Communication Team should be consulted to identify effective communication channels for each staff group. The below principles summarise key themes for communicating this policy across the Brigade:

- **What** – publication of the new policy, including key themes and structures contained within.
- **Why** – whenever the Escalation Framework is activated for a live incident, this provides an opportunity for learning and making improvements to policy. The change proposals in this report have been prompted by learning from COVID-19, and other Major Incidents which have led to amendments to policy.
- **Who** – principle, senior and middle managers will require more detailed communication, training and exercising. These staff groups are those most likely to be involved in implementing core structures within the new policy. However, all staff groups should be made aware of the changes within the policy.

- **When** – once agreement to publish is confirmed the Communications Team should be consulted to determine how best to cascade the message across staff groups. A tiered approach should be undertaken to ensure the most senior staff downwards are aware of the new policy, including each group's role within the framework.
- **How** – The Communications Team will require consultation on this process. Principal management will require communication, input and exercising. Senior and middle managers will require awareness, familiarisation and exercising appropriate to their role. All of the above should be communicated via e-mail, workshops, training sessions and coached exercises.

5. Financial comments

5.1 The Chief Finance Officer has reviewed this report and has no comments.

6. Legal comments

6.1 Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "LFC") is established as a corporation sole with the Mayor appointing the occupant of that office.

6.2 Section 1 of the Fire and Rescue Services Act 2004 ("FRSA") states that the LFC is the fire and rescue authority for Greater London,

6.3 In addition to the FRSA, the Civil Contingencies Act 2004 ("CCA") sets out additional statutory functions which the LFC must adhere to.

6.4 The CCA concerns the responsibility of various public bodies (such as the LFC as a 'category 1 responder') and certain private bodies (e.g. energy suppliers or telecommunications providers) to undertake contingency planning for emergencies.

6.5 The CCA requires the LFC to plan for these events, but it does not provide additional powers to take action with our key response powers being contained in the FRSA (e.g. firefighting etc).

6.6 The CCA imposes a duty to plan for additional things outside the normal scope of work

6.7 The LFC must therefore (under s1(1) CCA):

(a) from time to time assess the risk of an emergency occurring,

(b) from time to time assess the risk of an emergency making it necessary or expedient for the person or body to perform any of his or its functions,

(c) maintain plans for the purpose of ensuring, so far as is reasonably practicable, that if an emergency occurs the person or body is able to continue to perform his or its functions,

(d) maintain plans for the purpose of ensuring that if an emergency occurs or is likely to occur the person or body is able to perform his or its functions so far as necessary or desirable for the purpose of—

(i) preventing the emergency,

(ii) reducing, controlling or mitigating its effects, or

(iii) taking other action in connection with it,

(e) consider whether an assessment carried out under paragraph (a) or (b) makes it necessary or expedient for the person or body to add to or modify plans maintained under paragraph (c) or (d),

(f) arrange for the publication of all or part of assessments made and plans maintained under

paragraphs (a) to (d) in so far as publication is necessary or desirable for the purpose of—

(i) preventing an emergency,

(ii) reducing, controlling or mitigating the effects of an emergency, or

(iii) enabling other action to be taken in connection with an emergency, and

(g) maintain arrangements to warn the public, and to provide information and advice to the public, if an emergency is likely to occur or has occurred.

6.8 This report sets out a framework which adds to and further assists the LFC in fulfilling its statutory duties under the CCA.

List of appendices

Appendix	Title	Open or confidential*
1	Escalation Framework Risk Assessment	Open
2	Escalation Framework draft policy	Open
3	Equality Impact Assessment	Open
4	Sustainability Impact Assessment	Open
5	HSWIA	Open

Part two confidentiality

Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part Two form, together with the legal rationale for non-publication.

Is there a Part Two form: NO

Appendix 1 Event Framework Risk Assessment Severity & Likelihood Criteria

	Severity of impact				
Severity criteria	1	2	3	4	5
Type of impact:	Minimal	Minor	Moderate	Major	Significant
Environmental Impact	Minimal noticeable impact on the environment. No action required to mitigate effects.	Local impact to environment. Minor action taken to mitigate effects. Environment Agency notified but advice given by phone only.	Local impact to environment. Environment Agency attended scene to advise.	Major impact to local environment or effects experienced across London. Additional resources beyond LFB required. Environment Agency adopted regional response.	Effects experienced nationally. National resources required to mitigate effects. Pressure applied nationally to resolve incident.
Property, Infrastructure and economic implications	Minimal impact on property, infrastructure or economy.	Minor loss of property locally. Short term minimal disruption to local infrastructure. Minor impact on local economy.	Significant damage to local property. Short term disruption of local infrastructure. Financial loss felt at local/borough level.	Complete loss of property with regional or national importance. Short term impact on nationally strategic infrastructure. Financial loss experienced across London.	Complete loss of property with significant national importance. Sustained significant impact on nationally strategic infrastructure. Significant financial loss experienced nationally.
Staff Health and Safety	Minimal incidents, accidents, near misses or welfare issues reported. Those that are reported do not require any action other than recording.	Actual, or potential for, minor injury. Welfare concerns that do not require ongoing support.	Actual, or potential for, treatment by a medical professional but not reportable under RIDDOR. Welfare concerns that require specialist health care and medical support, governmental warning of a pandemic.	Actual, or potential for, major injury and or disability, reportable under RIDDOR, evidence of a pandemic in the UK.	Actual, or potential for death, confirmed pandemic.
Community and Public Safety	Minimal incidents of accidents, near misses or welfare issues reported. Those that are reported do not require any action other than recording.	Actual, or potential for, minor injury to member of the public. Equipment and training provided for LFB personnel is sufficient to treat injury. Welfare concerns that do not require ongoing support beyond LFB capability.	Actual, or potential for, injury beyond the ability for LFB to treat effectively at scene. Treatment by medical professional required but not life changing injury or disability. Welfare concerns that require specialist health care and or medical support.	Actual, or potential for, major injury or disability, reportable under RIDDOR, to a member of the public.	Actual, or potential for, fatality of a member of the public.
Reputational Damage	Minimal noticeable detrimental impact on reputation.	Negative local media coverage managed by Brigade communications team.	Negative London-wide media coverage. Negative public confidence in the professionalism of the LFB or their ability to respond effectively to an incident.	Negative national media coverage. Impact felt politically. Questions asked by local or central government of LFBs professionalism and ability to respond effectively.	Negative national news coverage. National attack on ability of the LFB and/or national fire and rescue sector to respond effectively.
Notable Practice	[No criteria]	Practice identified with local benefit only	Practice identified with Pan-London benefit	Notable practice of interest nationally	[No criteria]
Civil Disturbance	Minimal noticeable impact isolated, peaceful, compliant.	Isolated unpeaceful protest.	Protest to one area with intelligence of local disturbance	Credible Intelligence of non compliant wide scale civil unrest pan London	Credible Intelligence of non compliant National Civil resulting in disturbance widespread pan London and Nation wide.
Staff Availability	BAU, no impact on staff availability	Able to maintain minimum strategic forecast figure with minimal disruption	Not able to maintain minimum strategic forecast figure	Intelligence of a local Pandemic resulting in high numbers of sickness, confirmed industrial action causing disruption to BAU	National Pandemic, Industrial action confirmed majorly impacting directly on BAU
Partner capability / availability	Minimal impact on LFB business continuity, unnoticed	Minor or Short term minimal disruption to LFB BAU. Minor impact on local economy.	Short term disruption to LFB BAU impact on local economy	Direct impact on LFB BAU for a period longer than 24 hours.	Sustained significant impact on BAU locally and nationally for a period longer than 24 hours.

Likelihood criteria	1	2	3	4	5
	Improbable	Remote	Possible	Probable	Very likely to occur
	Unlikely to occur again	Slight chance of occurrence	Possible to occur within LFB, or nationally identified issue that may occur in LFB	Likely to occur across LFB unless action is taken, or nationally identified issue likely to occur in LFB	Very likely to occur across LFB unless action is taken

Policy number: **xxx**

Version date: [Select date]

London Fire Brigade Escalation Framework

NEW POLICY POSITION



This policy should be read with:

Policy number 0699 - London Fire Brigade strategic response arrangements (Gold Command)

Policy number 1009 – Brigade Coordination Centre

Policy number 0263(a) – Major Incident

Policy number 0920 – Major Incidents Investigation

Policy number 0833 - GT Palestra ELT CT-POR

Policy number 0327 - Guidance for senior managers in relation to mobilising and rota management.

Policy number 0412 - Mobilising policy

Tactical Co-ordination Protocol

Strategic Co-ordination Protocol

Official

-
- ▶ Responsible Head of Service is the Assistant Commissioner, Operational Resilience and Control
 - ▶ Responsible team is Event Planning

Policy summary

The Escalation Framework (EF) is to be implemented by London Fire Brigade (LFB) during notification of foreseeable risk likely to impact business as usual, facilitating a state of readiness. The escalation framework will assist the Brigade in identifying, risk assessing and subsequently implementing control measures to meet known periods of predicted:

- Increased demand
- Environmental pressures (i.e. spate conditions and hot weather)
- Property, Infrastructure, and economic implications
- Staff Health and Safety
- Community and Public Safety
- Reputational Damage
- Civil Disturbance
- Large scale events / multiple events
- Protests and demonstrations
- Staff unavailability
- Partner capability / availability
- Business continuity events

The list above is not exhaustive, and a combination of the above may require joint consideration as part of the overarching risk assessment.

The EF risk assessment will be undertaken on a weekly basis, or by exception when intelligence is received at short notice, by Operational Resilience and Control's event planning team and/or by the Strategic (Gold) Commander support officer (Duty Resilience ORSO). This will facilitate the Brigade maintaining an accurate and contemporary awareness of partnership intelligence and enable the Brigade to maintain a state of readiness where required.

The framework provides a tiered approach to response, providing the Brigade with a consistent and auditable process for communicating and preparing for foreseeable risk. The escalation framework facilitates the co-ordination of Brigade intelligence and activity prior to full implementation of the Brigade's Strategic Response Arrangements (SRA).

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1. Introduction

- 1.1 Over the last decade LFB has witnessed a change in demand for Brigade resources, these have been as a result of terrorism, civil unrest, severe weather, pandemics, and industrial action. Post incident reviews have highlighted areas of organisational learning, which includes the requirement for an escalation framework facilitating communication of risk and dynamic management of resources and protocols to respond to the changing working environment.
- 1.2 Close working relationships with the Greater London Authority (GLA), Metropolitan Police Service (MPS) and London Ambulance Service (LAS), as well as wider partnerships, has facilitated sharing of intelligence and agency centric information. This in turn has improved planning, response, and recovery to a range of foreseeable and dynamic circumstances.
- 1.3 The Brigade's EF has been designed to consider and assess information provided by partners and provides a tiered reporting protocol to elevate planning assumptions on a risk assessed basis.

2. Implementation

- 2.1 Information and intelligence is monitored continuously by Operational Resilience and Control (OR&C) Resilience and Event Planning teams. Sources of information include:
 - **London Situational Awareness Team (LSAT) report (weekly)**
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 - **National Inter Agency Liaison Officer (NILO)**
 - **Counter Terrorism national embed**
 - **Public order and planning meeting (weekly)**
 - **Other key partners**

- 2.2 The duty Strategic (Gold) support officer - Resilience Operational Resilience Support Officer (ORSO)¹, alongside the OR&C Event Planning team, receives and considers intelligence on behalf of LFB².
- 2.3 The [EF Risk Assessment](#) will be undertaken on a weekly basis, or by exception when intelligence is received that indicates possible disruption to LFB service delivery, by OR&Cs event planning team and/or by the duty Strategic (Gold) support officer (ORSO). A subject matter advisor best suited to the received intelligence should support the risk assessment process. (Appendix 4 provides the Severity and Likelihood matrix underpinning the risk assessment process).
- 2.4 The daily, or ad hoc, undertaking of the EF risk assessment will facilitate the Brigade maintaining an accurate and contemporary awareness of partnership intelligence and enable the Brigade to respond proactively where a state of readiness is required. Examples may include a change in the United Kingdom's terrorism threat level (see figure 1).
- 2.5 When completing the risk assessment, the responsible officer should apply professional judgement as to whether multiple scenarios impact one another, and therefore the Brigade. If this is the case multiple scores should be amalgamated. Alternatively, where a number of smaller scenarios do not affect one another, they should be scored in isolation and the highest score used to identify next steps.

Note: The link above must be used to access the EF Risk Assessment, and the highlighted calculation table completed in order to provide the outcome score.

- 2.6 Upon completion of the EF Risk Assessment a score is generated which will direct the level of escalation required. The tiered response is as follows (see Figure 2):

¹The role of ORSO role was introduced in 2016 to support the Strategic Response Arrangements (PN699), LFB Deployment National Mutual Aid (PN847) and GT MPS special operations room (PN833). This includes delivery of support the Brigade Coordination Centre (BCC) normally located at the London Operations Centre (LOC) at Merton.

Resilience ORSOs have the following responsibilities with a focus on supporting command and control:

- Brigade Coordination Centre Support.
- Strategic Commander Support (formally Gold support)
- GT Support normally known as Met Ops
- Operational Resilience Response circular
- Covid daily summary circular
- NILO national notifications including information notes and Operational declarations
- London Resilience (LR) liaison notifications

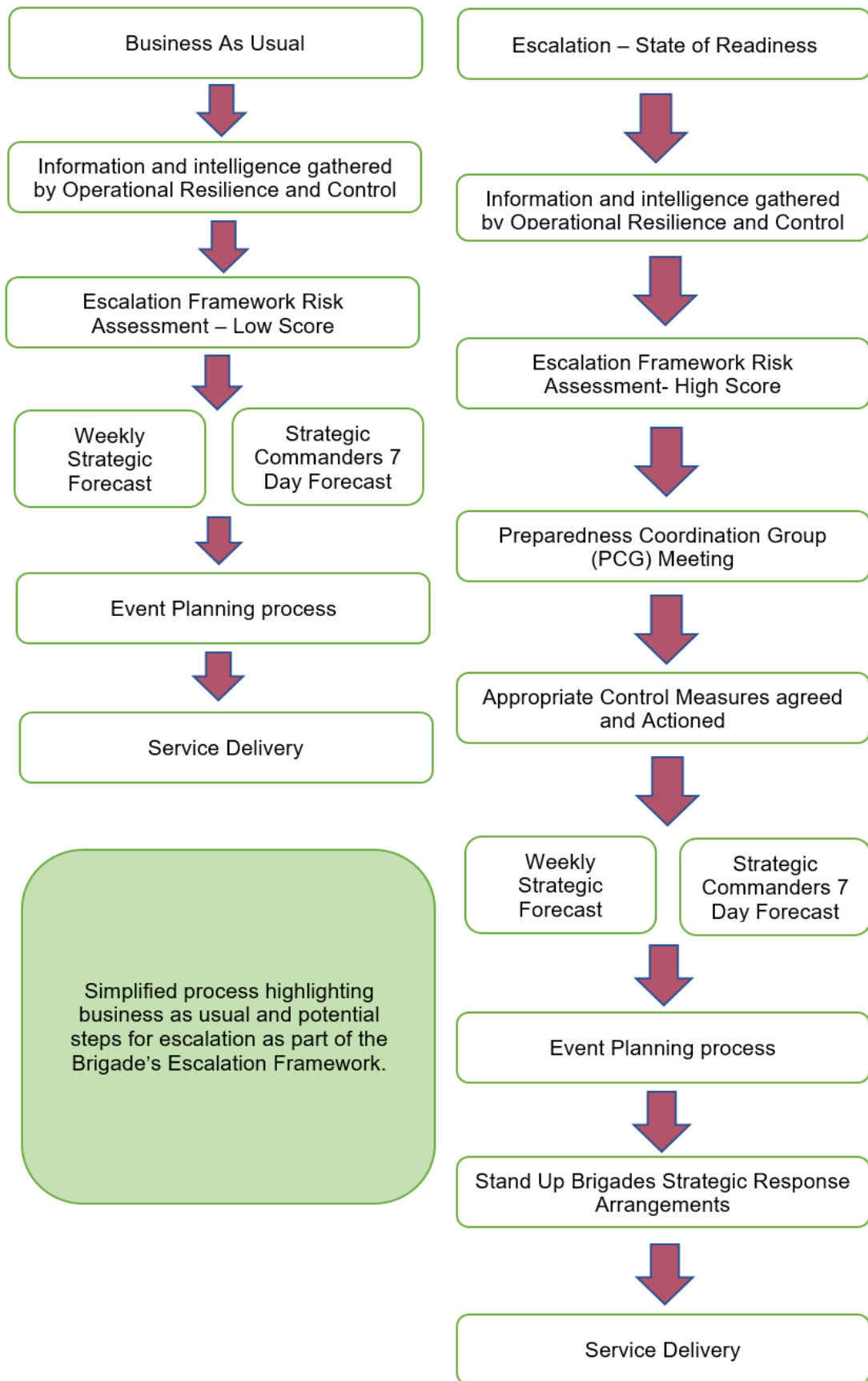
² OR&Cs event planning team assesses intelligence on a weekly basis based upon partnership meetings and reporting throughout the week. Using this intelligence, the event planning team compile a Weekly Strategic Forecast presented to the following strategic leads:

- OR&C
- Central Operations
- Training and Development
- Control
- Strategic and Risk leads
- Establishment and performance Team

The duty Strategic (Gold) support officer (ORSO) will review the EF risk assessment contained within the Weekly Strategic Forecast on a daily basis, to consider whether any intelligence received on an ad hoc basis affects the overarching weekly EF risk assessment score. Where this is the case, the duty Strategic (Gold) support officer (ORSO) will amend the scoring, update the Daily Summary report underpinning the Duty Officer Daily briefing and undertake actions in accordance with this policy.

- Green (0-6) – Business as Usual, no further action. Intelligence monitored and shared in duty officer daily briefing. Review and include intelligence within Weekly Strategic Forecast and Strategic Commander 7 day forecast where appropriate.
- Yellow (7-11) - Inform Duty Assistant Commissioner (AC) and Duty Deputy Assistant Commissioner (DAC). Include intelligence within weekly strategic forecast risk assessment and proposals, as well as the Strategic Commander 7-day forecast. Consider communications message – internal/external/GLA on Brigade stance and actions as appropriate.
- Amber (12-24) - State of readiness. Implement Preparedness Coordination Group (PCG) meeting. Determine Brigade actions to meet identified risk. Record actions and rationale underpinning actions.
- Red (25+) – Notify Strategic (Gold) commander with a view to implement Brigade's SRA.

Figure 1 Escalation Framework Flow chart



- 2.7 Where a PCG meeting is required, the duty ORSO via Operational Resilience will inform the duty management team and notify attendees via AT HOC notification (See figure 2 for notification protocol and detailed actions following risk assessment).
- 2.8 To convene a PCG meeting, the Duty ORSO should be instructed to notify all required attendees of the meeting time and location.
- 2.9 Consideration should be given to the use of remote/virtual meeting arrangements. This will facilitate the effective use of resources and that the Brigade stay ahead of the decision-making curve for the management of dynamic/sudden or protracted incidents.
- 2.10 A trained loggist should be mobilised to attend the physical/virtual PCG meeting via Brigade Control. This role will be staffed from the Response or Resilience ORSO cadre and mobilised by the Duty Resilience ORSO who has access to the trained personnel database. All actions and decisions made during the EF co-ordination group should be accurately recorded (see Appendix 3: Action log template).

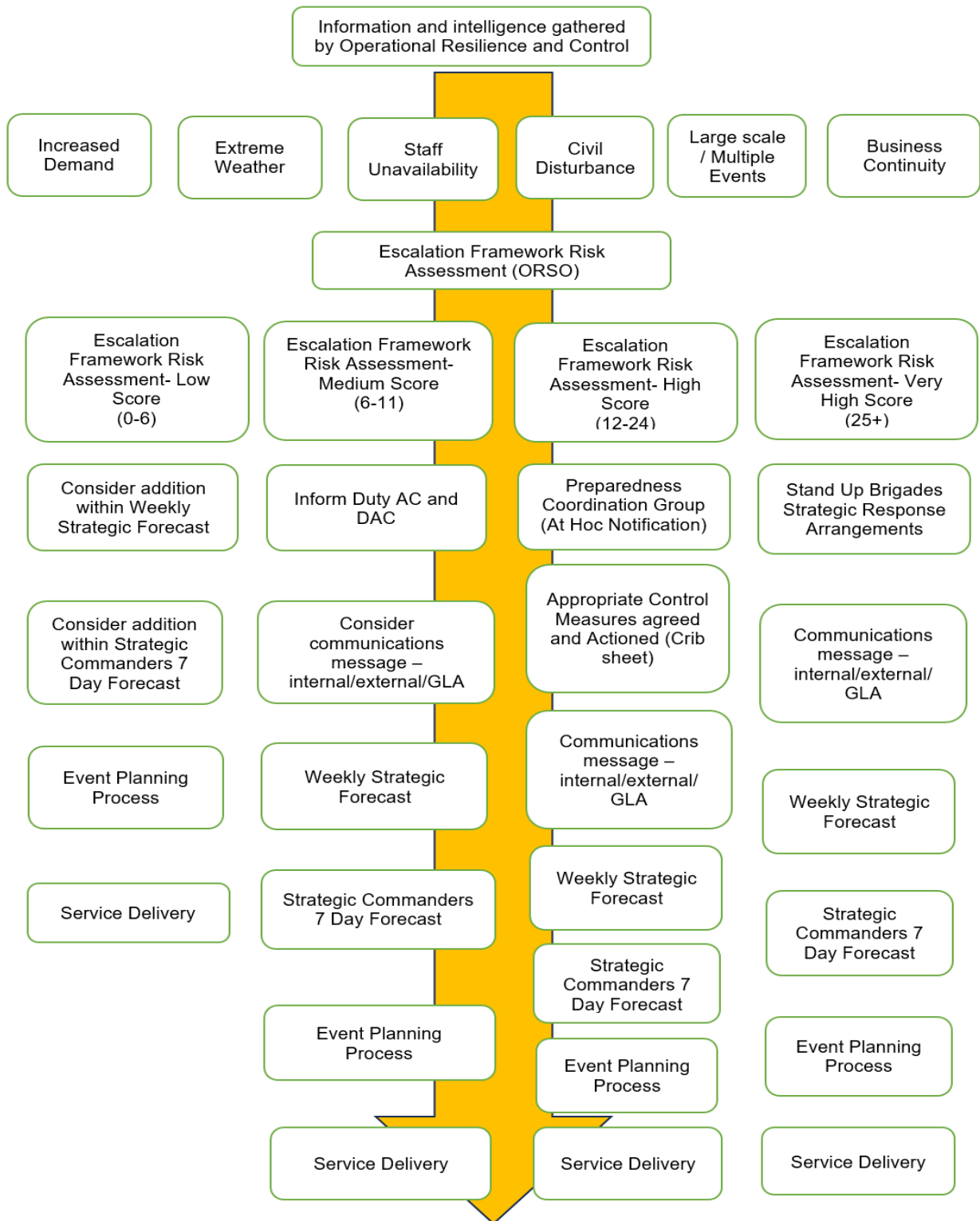
3. Preparedness Coordination Group (PCG) membership

- 3.1 Membership of the PCG is as follows (one member of Operational Resilience and Control management team should attend the PCG meetings):
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 - Deputy Assistant Commissioner Operational Resilience
 - Deputy Assistant Commissioner Control
 - Head of Business, Governance and National Coordination

 - Duty AC (Chair)
 - Duty DAC (Deputy Chair)
 - Deputy Assistant Commissioner (or representative) Central Operations
 - Officer in charge of Control
 - Subject matter advisor relevant to intelligence/situation
 - Professional Head of Business Resilience
 - Communications representative
 - Any other parties considered appropriate
- 3.2 The PCG meeting can take place physically or virtually via MS Teams. A loggist should attend, and where a virtual meeting is scheduled, the meeting should be recorded. The EF meeting agenda (Appendix 1) should be followed, and the completed EF Risk Assessment referred to.
- 3.3 Within the PCG meeting, the identified areas of risk should be considered. The group should identify how the risk is likely to impact service delivery and/or business continuity. Similarly, the group should consider how the intelligence affects partners and partnership working. The group should decide what communication, control measures and coordination is required to manage the identified risk(s).
- 3.4 The Chair (duty AC as Brigade Strategic (Gold) commander) should use the crib sheets provided (Appendix 2) to the explore options available to reduce the risk and coordinate activities. The crib sheets are not exhaustive but designed to provide the duty AC with activities previously selected to manage similar circumstances.
- 3.5 Appendix 4 provides Business Continuity and Partnership coordination considerations.

- 3.6 The Chair should agree on the frequency required for subsequent meetings and actions for progression. The group, at an appropriate time, should also plan for recovery and return to business as usual.
- 3.7 The Chair should give consideration should be given to securing records and contemporaneous notes, as well as a review of the implementation and management of the Escalation Framework. This review may be part of Major Incidents investigation (See Policy note [0920 Major Incidents Investigation](#)), or as part of ongoing development of this protocol.
- 3.8 Good practice and learning following implementation of the EF should affect immediate review of this procedure, novel circumstances and control measures should subsequently be included to direct future response.
- 3.9 Where the EF risk assessment highlights the Brigade's SRA arrangements are the appropriate control measure to be implemented, the Brigade's Strategic (Gold) commander (duty AC) should be notified immediately. The decision to implement the SRA will then sit with the Brigades Strategic (Gold) commander, Brigade Manager and/or the Commissioner's Continuity Group. Refer to. Policy note [699 Strategic Response Arrangements](#).

Figure 2 Escalation Framework actions based on Risk Assessment Score



4. Appendix 1 Escalation Framework PCG Agenda

Preparedness Coordination Group (PCG) AGENDA

Date:

Start Time:

Meeting convened by : Operational Resilience and Control

Loggist:

Attendees:

- Introduction
- Intelligence
- SMA Advice
- Risk Assessment
- Resourcing / Staffing
- Agreed Actions / Control measures
- Internal/External Communications considerations
- AOB
- Next meeting

Key decisions:

Rational:

Date: / /

Time:

6. Appendix 3 Crib sheets for foreseeable risk

STAFF UNAVAILABILITY
PANDEMIC / INDUSTRIAL ACTION (INTERNAL / EXTERNAL)
Capital guard
Partnership update
Operations
<ul style="list-style-type: none"> • PAO Stations
<ul style="list-style-type: none"> • Extra duties officers
<ul style="list-style-type: none"> • Cancel CAT 1 / 2
<ul style="list-style-type: none"> • Cancel training events
<ul style="list-style-type: none"> • Cancel Strategic Resource
<ul style="list-style-type: none"> • Call filtering by Control
<ul style="list-style-type: none"> • Cancel CFS activities (unless high risk)
<ul style="list-style-type: none"> • Consider amending the Vacancy margin
<ul style="list-style-type: none"> • Babcock liaison
Personnel
<ul style="list-style-type: none"> • Comms to follow recommended guidance
<ul style="list-style-type: none"> • Request for volunteers
<ul style="list-style-type: none"> • Getting to and from work, on coming / off going (Stay over)
Fleet
<ul style="list-style-type: none"> • Logistics of getting appliances to stations
Premises
<ul style="list-style-type: none"> • Access for EFFC
<ul style="list-style-type: none"> • Gate / Premise access Codes
<ul style="list-style-type: none"> • Secure premises not being used following PN011
<ul style="list-style-type: none"> • Adopt government guidance as soon as practical
Communications
<ul style="list-style-type: none"> • Comms message - Welfare systems in place and accessibility
<ul style="list-style-type: none"> • Recall to duty request
<ul style="list-style-type: none"> • Comms to all personnel to follow recommended guidance
<ul style="list-style-type: none"> • Inform impacts IA may have on Fire stations, attendance at incidents
Policies: PN0011 Security for LFB premises, PN0655 Pandemic Policy, PN0701 Business Continuity Management Policy, LFB Corporate Business Continuity Plan, Department Business Continuity Plans.

CIVIL DISTURBANCE COMMUNITY TENSION
Visibility / Comms (internal and external)
FCP preplanning
Partnership update
Duty NILO Update
CT Embed Update
Operations
<ul style="list-style-type: none"> • FCP stand up
<ul style="list-style-type: none"> • Intelligence update (OR&C)
<ul style="list-style-type: none"> • CT-POR
<ul style="list-style-type: none"> • GT SOR
<ul style="list-style-type: none"> • Police assisted attendance
<ul style="list-style-type: none"> • SERT, MCR capability
<ul style="list-style-type: none"> • Recall officers / specialist skills
<ul style="list-style-type: none"> • Cancel Strategic Resource
<ul style="list-style-type: none"> • Cancel CAT 1 / 2
<ul style="list-style-type: none"> • BCC
<ul style="list-style-type: none"> • PAO stations
<ul style="list-style-type: none"> • PAO officers
<ul style="list-style-type: none"> • PN261 Public order and Civil disturbance
<ul style="list-style-type: none"> • Forward mobilising
Fleet
Premises
<ul style="list-style-type: none"> • Secure premises and property PN0011
Communications
<ul style="list-style-type: none"> • Warn and inform locals
<ul style="list-style-type: none"> • Media message – Police led
Policies: PN261 Public order and Civil Disturbance, PN262 Forward mobilising, PN699 SRA, PN833 GT SOR, PN987 Incident command – Organisation at incidents , PN0701 Business Continuity Management Policy, LFB Corporate Business Continuity Plan, Department Business Continuity Plans.

COUNTER TERRORISM
PSRL
Minimum MTA ridership
Duty NILO update
CT Embed update
Operations
<ul style="list-style-type: none"> • GT
<ul style="list-style-type: none"> • CT-POR
<ul style="list-style-type: none"> • NILO RECALL
<ul style="list-style-type: none"> • SERT/ MCR / RRT
<ul style="list-style-type: none"> • Threat Intel – National and Local
<ul style="list-style-type: none"> • BCC
<ul style="list-style-type: none"> • SOR – NILO
<ul style="list-style-type: none"> • Recall specialist tags
Fleet
<ul style="list-style-type: none"> • Resilience appliances
Premises
<ul style="list-style-type: none"> • Secure premises in alignment with PN011
Communications
<ul style="list-style-type: none"> • Comms message regarding security for Officers Cars PPE, Airwaves
Policies: , PN0701 Business Continuity Management Policy, LFB Corporate Business Continuity Plan, Department Business Continuity Plans.

UTILITY OUTAGE
Business Continuity Subject Matter Advisor advice
Partnership update
Operations
<ul style="list-style-type: none"> • Implement SRA
<ul style="list-style-type: none"> • mobilisations via mobile phones
<ul style="list-style-type: none"> • Move call handling to Northwest Fire control
<ul style="list-style-type: none"> • Fall back mobilisation
<ul style="list-style-type: none"> • PAO Stations
<ul style="list-style-type: none"> • Extra duties officers
<ul style="list-style-type: none"> • Cancel CAT 1 / 2
<ul style="list-style-type: none"> • Cancel training events
<ul style="list-style-type: none"> • Cancel Strategic Resource
<ul style="list-style-type: none"> • Call filtering by Control
<ul style="list-style-type: none"> • Cancel CFS activities (unless high risk)
<ul style="list-style-type: none"> • Vacancy margin
Personnel
<ul style="list-style-type: none"> • FRS Staff work from home
<ul style="list-style-type: none"> •
Fleet
<ul style="list-style-type: none"> • Officers fleet of E vehicles – charging stations
<ul style="list-style-type: none"> • E- Pump charging – exchange for Combustion engine appliance
Premises
<ul style="list-style-type: none"> • Generators
<ul style="list-style-type: none"> • Fuel supplies for generators
Communications
<ul style="list-style-type: none"> • Comms message around mobilisations
<ul style="list-style-type: none"> • Communications message for FRS staff working at home
Policies: , PN0701 Business Continuity Management Policy, LFB Corporate Business Continuity Plan, Department Business Continuity Plans.

EVENTS
High Threat and Response Intel
Partnership update
Control senior management liaison
Operations
<ul style="list-style-type: none"> • GT SOR
<ul style="list-style-type: none"> • BCC
<ul style="list-style-type: none"> • PAO Stations
<ul style="list-style-type: none"> • Assess shift change over
<ul style="list-style-type: none"> • Road closures impact
<ul style="list-style-type: none"> • Assess available resources – Drone, SERT, MCR, RRT, NILO, GT, USAR, TL, FRU
<ul style="list-style-type: none"> • Extra duties officers
<ul style="list-style-type: none"> • Cancel CAT 1 / 2
<ul style="list-style-type: none"> • Cancel training events
<ul style="list-style-type: none"> • Cancel Strategic Resource
<ul style="list-style-type: none"> • Call filtering by Control
<ul style="list-style-type: none"> • Cancel CFS activities (unless high risk)
<ul style="list-style-type: none"> • Assigned mobilising
<ul style="list-style-type: none"> • Forward mobilising point
<ul style="list-style-type: none"> • Amend the Vacancy margin
Personnel
<ul style="list-style-type: none"> • Access to fire stations compromised?
<ul style="list-style-type: none"> • Inform to attend local station if cannot get into work
Fleet
Premises
<ul style="list-style-type: none"> • Secure premises
Policies: , PN0701 Business Continuity Management Policy, LFB Corporate Business Continuity Plan, Department Business Continuity Plans.

EXTREME WEATHER
Met Office update – CHEMET, FIREMET, FIRE SEVERITY, CBRN INC MANAGEMENT, SEVERE WW
Partnership update
SNOW AND ICE
Operations – Duty AC, Duty DAC, Principal Officer
<ul style="list-style-type: none"> • Confirm Operational resource locations are suitable • Consider increase PDA's to incident types • Cancellation of non-operational duties • Assistance to partner organisations • Cancel CAT1 / CAT 2 • Cancel training events • Cancel Strategic resourcing • PAO Stations • PAO Officers • Call filtering control • Cancel CFS unless high risk • Consider increase make up at incidents for welfare • Assess TAR / BMA senior officer tag capability
Personnel – Employment Services
<ul style="list-style-type: none"> • Issue guidance to staff that are unable to get to their normal place of work • RMC to monitor co-ordinate the change of shift for appliance availability • Mobilise OD1 and OD2 to RMC • FDS availability / Control staffing • FRS staff availability and redeployment • Prearranged overtime on approval of AC Fire stations • Consider remote/home working for non-operational/green book staff
Vehicles – Fleet & Transport officer
<ul style="list-style-type: none"> • 4 x 4 vehicle (FDS) availability – obtain and store Information • 4 x 4 capability vehicle utilisation • Use of snow chains / snow socks comms message
Premises – Property / LRG
<ul style="list-style-type: none"> • Power supplies • Gritting routes • Station access/egress
Communications – Corporate Communications
<ul style="list-style-type: none"> • Community safety messages • LRG ORSO liaison • Media department joint services message

Policies: , PN0701 Business Continuity Management Policy, LFB Corporate Business Continuity Plan, Department Business Continuity Plans.

LONG DRY PERIODS / HEATWAVE

Operations – DUTY AC, DUTY DAC, BOM, OOW , OOD

- BCC
- Consider requesting a loggist
- Reassess PDAs to incident types (Welfare units / OSU)

Personnel

- Comms guidance in relation to health and safety aspects of hot weather
- FRS staff availability and redeployment
- PAO for station
- PAO Officers and specialist tags
- Cancel CAT 1/CAT 2

Stations

- Check bottled water
- OSU Stations to ensure increased stocks of water and hydration sachets on OSU
- Periodic check of open water supplies in station area
- Stores and supplies stock to be checked – Suncream, PPE, Water, Hydration sachets

Vehicles - Fleet

- Spare appliance availability - Contact Duty Transport manager
- Resilience appliances – move to stations?

Communications

- Comms messages to advise vulnerable about keeping safe
- Contact Duty Press officer
- Fire safety guidance to public via media lines
- Standard messages LRG and partners
- Tri service call
- Warning and informing group

Policies: , PN0701 Business Continuity Management Policy, LFB Corporate Business Continuity Plan, Department Business Continuity Plans.

STORMS AND HIGH WINDS

Operations –

- Demountable units only to be mobilised following risk assessment
- TLs to follow safe operating procedures
- Prioritising attendance to special service Calls
- Consider reduction of PDA's to incidents
- Increased likelihood of requests for assistance from partner agencies

Vehicles – Duty Transport manager

- Identify spare appliance availability in the event of damage to operational appliances

Premises – Property

- All managers to be prompted to inspect externally for any loose structural fixtures which can be repaired/access restricted before the event
- Repairs to property to be on a priority basis dependent on type and location of damage
- Possible loss of power, prompt stations regarding testing and use of back-up generators
- Any small/mobile items in fire service grounds to be moved to a place of safety

Communications

- Be aware of communications disruptions due to damaged masts/receivers
- LRG Liaison ORSO
- Duty Press Officer to manage external communications.

Policies: , PN0701 Business Continuity Management Policy, LFB Corporate Business Continuity Plan, Department Business Continuity Plans.

RED / LEVEL 4 ALERT (MAJOR INCIDENT RESPONSE)

ACTION FOR ALL WEATHER TYPES

ACTIONS FOR SPECIFIC WEATHER TYPES

Continue actions as per Amber / Level 3 Alert plus the following:

- Cancel CAT 1 CAT 2 immediate recall
- Request specific Tags recall on weekend
- Recall to duty comms message

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HEATWAVE ALERT	Level 4
COLD WEATHER ALERT	Level 4
SNOW	
ICE	
FOG	
WIND	
RAIN	
SEVERE FLOOD WARNING	High
FLOOD GUIDANCE STATEMENT	

Continue actions as per Amber / Level 3 Alert: <ul style="list-style-type: none"> • Cancel CAT1 CAT2 • Identify BMA / Wildfire Tac ads figures
Continue actions as per Amber / Level 3 Alert:
Continue actions as per Amber / Level 3 Alert:
<ul style="list-style-type: none"> • Communications message
Continue actions as per Amber / Level 3 Alert plus the following: <ul style="list-style-type: none"> • Set up SRA • Inform Gold / SCG • Cancel CAT 1 CAT 2 immediate recall • Consider Stand up National Resilience Assets • Liaise with the Fire and Rescue Service National Co-ordination Centre (FRSNCC) regarding the use and/or availability of National Resilience Assets

7. Appendix 4 Event Framework Risk Assessment Severity & Likelihood Criteria

	Severity of impact				
Severity criteria	1	2	3	4	5
Type of impact:	Minimal	Minor	Moderate	Major	Significant
Environmental Impact	Minimal noticeable impact on the environment. No action required to mitigate effects	Local impact to environment. Minor action taken to mitigate effects. Environment Agency notified but advice given by phone only.	Local impact to environment, Environment Agency attended scene to advise.	Major impact to local environment or effects experienced across London. Additional resources beyond LFB required. Environment Agency adopted regional response.	Effects experienced nationally. National resources required to mitigate effects. Pressure applied nationally to resolve incident.
Property, Infrastructure and economic implications	Minimal impact on property, infrastructure or economy.	Minor loss of property locally. Short term minimal disruption to local infrastructure. Minor impact on local economy.	Significant damage to local property. Short term disruption of local infrastructure. Financial loss felt at local/borough level.	Complete loss of property with regional or national importance. Short term impact on nationally strategic infrastructure. Financial loss experienced across London.	Complete loss of property with significant national importance. Sustained significant impact on nationally strategic infrastructure. Significant financial loss experienced nationally.
Staff Health and Safety	Minimal incidents, accidents, near misses or welfare issues reported. Those that are reported do not require any action other than recording.	Actual, or potential for, minor injury. Welfare concerns that do not require ongoing support.	Actual, or potential for, treatment by a medical professional but not reportable under RIDDOR. Welfare concerns that require specialist health care and medical support. governmental warning of a pandemic	Actual, or potential for, major injury and or disability, reportable under RIDDOR. evidence of a pandemic in the UK	Actual, or potential for death, confirmed pandemic
Community and Public Safety	Minimal incidents of accidents, near misses or welfare issues reported. Those that are reported do not require any action other than recording.	Actual, or potential for, minor injury to member of the public. Equipment and training provided for LFB personnel is sufficient to treat injury. Welfare concerns that do not require ongoing support beyond LFB capability.	Actual, or potential for, injury beyond the ability for LFB to treat effectively at scene. Treatment by medical professional required but not life changing injury or disability. Welfare concerns that require specialist health care and or medical support.	Actual, or potential for, major injury or disability, reportable under RIDDOR, to a member of the public.	Actual, or potential for, fatality of a member of the public.
Reputational Damage	Minimal noticeable detrimental impact on reputation.	Negative local media coverage managed by Brigade communications team.	Negative London-wide media coverage. Negative public confidence in the professionalism of the LFB or their ability to respond effectively to an incident.	Negative national media coverage. Impact felt politically. Questions asked by local or central government of LFBs professionalism and ability to respond effectively.	Negative national news coverage. National attack on ability of the LFB and/or national fire and rescue sector to respond effectively.
Notable Practice	[No criteria]	Practice identified with local benefit only	Practice identified with Pan-London benefit	Notable practice of interest nationally	[No criteria]
Civil Disturbance	Minimal noticeable impact isolated, peaceful, compliant.	Isolated unpeaceful protest.	Protest to one area with intelligence of local disturbance	Credible Intelligence of non compliant wide scale civil unrest pan London	Credible Intelligence of non compliant National Civil resulting in disturbance widespread pan London and Nation wide.
Staff Availability	BAU, no impact on staff availability	Able to maintain minimum strategic forecast figure with minimal disruption	Not able to maintain minimum strategic forecast figure	Intelligence of a local Pandemic resulting in high numbers of sickness, confirmed industrial action causing disruption to BAU	National Pandemic, Industrial action confirmed majority impacting directly on BAU
Partner capability / availability	Minimal impact on LFB business continuity, noticed	Minor or Short term minimal disruption to LFB BAU. Minor impact on local economy.	Short term disruption to LFB BAU impact on local economy	Direct impact on LFB BAU for a period longer than 24 hours.	. Sustained significant impact on BAU locally and nationally for a period longer than 24 hours

Appendix 4 Event Framework Risk Assessment Severity & Likelihood Criteria continued

Likelihood criteria	1	2	3	4	5
	Improbable	Remote	Possible	Probable	Very likely to occur
	Unlikely to occur again	Slight chance of occurrence	Possible to occur within LFB, or nationally identified issue that may occur in LFB	Likely to occur across LFB unless action is taken, or nationally identified issue likely to occur in LFB	Very likely to occur across LFB unless action is taken

Appendix 5 – Internal and external coordination support

Business Continuity

Responding to business disruption and other incidents

The Business Continuity team will maintain an event log in order to record business continuity events as and when they occur. This log will provide the Business Continuity team with the information necessary to continually assess the effectiveness of the Brigade's business continuity programme and will also assist in identifying areas where improvements need to be made.

All significant business continuity disruptions will be subject to a business continuity review/debrief in order for the learning points to be identified and analysed. The debrief will then be followed up with a debrief report that will be issued in order to highlight the findings and to record any actions assigned to members of staff. For LFB recovery from an event, organisational business continuity plans should be referenced in [Policy 701 Business Continuity Management](#).

The implementation of the Continuity Management Team (CMT) may be necessary, if established the function should report into the Duty AC (Chair). If the situation escalates and a CCG is convened the reporting line for the CMT will change to Brigade Manager in accordance with PN699 Strategic Response Arrangements.

Multi-agency response

London Resilience Partnership

The London Resilience Partnership is a coalition of agencies from the private and public sector, including organisations from the emergency services, local authorities, the NHS, utility and transport providers. The partnership undertakes a number of activities to develop capabilities to respond to and recover from risks in order to continually develop London's resilience (see London Resilience Partnership Strategy) to emergencies, disruptive events, and Major Incidents.

London Resilience Group

The London Resilience Group (LRG) is the secretariat to the London Resilience Partnership and 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. The LRG also plays an important role in coordinating the partnership response to disruptive events and Major Incidents by: providing a 24/7 point of contact for the Partnership; coordinating the development of situational awareness; providing strategic advice on London's plans to the Mayor of London and senior officers; and providing the secretariat for the Strategic Coordinating Group when responding to disruptive events.

LRG Major Incident and emergency procedures

The LRG's Major Incident and emergency procedures detailed in the London Resilience Strategic Coordinating Protocol are summarised below:

- Partner organisations experiencing or having knowledge of a potential disruptive, Major Incident or emergency should contact the LRG Duty Manager.
- LRG and contacting organisation jointly assess situation to determine the level of strategic coordination required:

Level 1: Monitor the situation and share information with selected partners via email / use of the London Situational Awareness System as requested / required.

Level 2: Partnership teleconference for briefing and information sharing.

Level 3: Strategic Coordinating Group (SCG) teleconference or meeting.

Activation of partnership capabilities

- London Resilience Communication Group Emergency Plan.
- Scientific and Technical Advice Cell Arrangements.
- Recovery Management Protocol.
- Humanitarian Assistance Framework.
- LRG arrange tripartite discussion with MPS if required.
- LRG alert selected or all partner organisations, as appropriate, via mass-messaging.
- LRG engage with partner organisations regarding the ongoing incident via email, teleconferences, meetings, the London Situational Awareness Tool (LSAT) and provision of (COPs).
- LRG assist Partners develop a multi-agency strategy to be agreed at first SCG meeting and communicated to tactical coordinating group and individual organisations tactical commanders.
- LRG assist with the implementation of the Recovery.

LRG Risk Register

In relation to the LRG risk register [link provided](#) LRG RR. The LRG or GLA RR is based on the likelihood of an incident and its impact to the community. The following risks have been identified.

Corporate Risk Register

The Brigade maintains a corporate risk register to identify, assess and manage threats to the effective operation of the organisation. Risks identified by the escalation framework may have an impact on existing corporate risks or lead to the identification of new corporate risks. Where risk assessments made under the escalation framework indicate a residual threat to the Brigade which cannot be resolved by effective event planning and co-ordination, this should be escalated to the central risk team (riskmanagement@london-fire.gov.uk).

Resilience Direct

Resilience direct is a file sharing site for responding agencies.

Events may require documents to be shared, for example, situation reports, maps and other relevant guidance and information. This can be shared with all category one and two responders regionally, nationally and to central government departments. Operational resilience and control can set up and manage the sharing of this information if a multi-agency incident is opened.

See [Resilience Direct](#) for further guidance.

Document information

Dates

Issue status	Date
Issued	Click and select date.
Reviewed as current	Click and select date.
Last amended	[Select date]
Next review due	Click and select date.

Assessments

An equality, sustainability or health, safety and welfare impact assessment and/or a risk assessment was last completed on:

EIA		SDIA		HSWIA		RA	
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Audit trail

Listed below is a brief audit trail, detailing amendments made to this policy/procedure.

Page/Paragraph nos.	Brief description of change	Date
		00 Month 2020

Related policies

Listed below are all the related policies:

Policy number	Name of policy



LONDON FIRE BRIGADE

Equality Impact Assessment (EIA) Form

The **purpose** of an EIA is to give **as much information as possible** about potential equality impacts, to demonstrate we meet our **legal duties** under the Equality Act 2010.

Please read the EIA Guidance [on Hotwire](#) before completing this form.

Once you open the template please save it on your OneDrive or SharePoint site. Do not open the template, fill it in and then click Save as this will override the template on Hotwire.

1. What is the name of the policy, project, decision or activity?
London Fire Brigade Escalation Framework

Overall Equality Impact of this policy, project, decision or activity (*see instructions at end of EIA to complete*):

High		Medium		Low	X
------	--	--------	--	-----	---

2. Contact details	
Name of EIA author	Philip Morton
Department and Team	Operational Resilience and Control
Date of EIA	10/05/2024

3. Aim and Purpose	
What is the aim and purpose of the policy, project, decision or activity?	Provide Escalation Framework to support the Brigades strategic response in preparation for foreseen risk potentially impacting service delivery or Business Disruption.
Who is affected by this work (all staff, specific department, wider communities?)	All Staff



LONDON FIRE BRIGADE

4. Equality considerations: the EIA must be based on evidence and information.

What consultation has taken place to support you to predict the equality impacts of this work?

The policy takes direction and core content from the event planning and strategic response arrangements policies. It forms a strategic framework. Consultation and exercising has taken place with stakeholders, AC cadre and principle officers.

Depending on the work you may need to consult with Equality Support Groups, Equality SMEs, Trade Unions.

5. Assessing Equality Impacts

Use this section to record the impact this policy, project, decision or activity might have on people who have characteristics which are protected by the Equality Act.

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
<i>Example: Age</i>	<i>Adverse</i>	<i>Moving this service online will adversely affect older people, who are least likely to have access to a computer or smart phone and may not be able to use the new service.</i>	<i>GLA Datastore: X% of the London community are aged 70 or over. GLA data shows that only 10% of those over the age of 70 have regular access to a computer or smart phone.</i>
Age (Younger, older or particular age group)	Neutral	The policy has no specific impact on people of different ages, it provides a framework for the structures stood up during Brigade response to challenges affecting service delivery or business disruption. Decisions made within the framework are subject to scrutiny through fire sector decision-making processes.	N/A
Disability (Physical, sensory, mental health, learning disability, long term illness, hidden)	Neutral	The policy is a text based policy which may be challenging for those with dyslexia or other neurodiverse conditions. However training will be undertaken to staff who may have roles in the structures outlined within the policy. This training will include exercising and practical application of the tasks outlined.	The primary use of text to explain the policy may act as a barrier to those with learning disabilities. This is not thought to exceed the challenges faced when assimilating general Brigade written documents or policies. The policy has been broken down into core functions and an aide memoir for key actions provided as appendices. This is to minimise the requirement to assimilate the whole document, and to provide a breakdown of core functions for individuals. Similarly, where appropriate flow

			charts and graphics have been provide to support understanding of processes.
Gender reassignment (someone proposing to/undergoing/ undergone a transition from one gender to another)	Neutral	The policy does not require information about people's gender or reassignment status.	The policy does not require this information.
Marriage / Civil Partnership (married as well as same-sex couples)	Neutral	The policy does not require information about people's marriage or civil partnership status.	The policy does not require this information.
Pregnancy and Maternity	Neutral	This policy does not affect staff on maternity leave.	There are no specific pregnancy or maternity impacts here.
Race (including nationality, colour, national and/or ethnic origins)	Neutral	The policy does not require information about people's race.	There are no specific impact on race.
Religion or Belief (people of any religion, or no religion, or people who follow a particular belief (not political)	Neutral	The policy does not affect people of different religions or beliefs.	There are no specific religion or belief impacts.
Sex (men and women)	Neutral	The policy does not affect people's sex.	There are no specific sex impacts here.
Sexual Orientation (straight, bi, gay and lesbian people)	Neutral	The policy is gender neutral and does not require employees or communities disclosing any information about their family or living situation.	There are no specific sexual orientation impacts.

6. Impacts outside the Equality Act 2010

What other groups might be affected by this policy, project, decision or activity?

Consider the impact on; carers, parents, non-binary people, people with learning difficulties, neurodiverse people, people with dyslexia, autism, care leavers, ex-offenders, people living in areas of disadvantage, homeless people, people on low income / in poverty.

The policy outlines a framework for administrative structures and role to be undertaken by staff of specific ranks and role in the event of Brigade response to challenges affecting service delivery or business disruption, as such this represents the responsibilities of mostly senior staff to support the Brigade response. The roles undertaken in the Escalation Framework are supported by training, familiarisation and exercising.

7. Legal duties under the Public Sector Equality Duty (s149 Equality Act 2010)

How does this work help LFB to:

Eliminate discrimination?

The policy should help identify any issues that give rise to discrimination. In this regard, the policy should help put actions in place to reduce potential problem areas and provides a framework for considerations and scrutiny in the decision-making process.

Advance equality of opportunity between different groups?

The policy supports the advancement of equalities and diversity in line with togetherness strategy, the policy should focus action on the most urgent areas, whilst providing opportunity for staff in the temporary creation of new roles / capabilities. The policy provides opportunity for a range of staff to be involved in the Brigade's response to a major incident or business disruption. These tasks were historically undertaken predominantly by uniformed personnel.

Foster good relations between different groups?

The policy is about driving transparency and decision making through oversight provided by the structures outlined within the policy. These will give rise to actions to enable better working between staff groups to promote better outcomes. This policy is more inclusive and provides opportunity and organisational opportunity by empowering a range of staff to undertake a broader range of activities.

8. Mitigating and justifying impacts		
Where an adverse impact has been identified, what steps are being taken to mitigate it? If you're unable to mitigate it, is it justified ?		
Characteristic with potential adverse impact (e.g. age, disability)	Action being taken to mitigate or justify	Lead person responsible for action

Now complete the RAG rating at the top of page 1:

High: as a result of this EIA there is evidence of significant adverse impact. This activity should be stopped until further work is done to mitigate the impact.

Medium: as a result of this EIA there is potential adverse impact against one or more groups. The risk of impact may be removed or reduced by implementing the actions identified in box 8 above.

Low: as a result of this EIA there are no adverse impacts predicted. No further actions are recommended at this stage.

Document Control

Signed (lead for EIA / action plan)	Philip Morton	Date	10/05/2024
Sign off by Inclusion Team		Date	
Stored by			
Links			
External publication	Are you happy for this EIA to be published externally?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

Sustainable Development Impact Assessment Checklist

Project Name/ Policy Name & No: Escalation Framework

Contact Person: Philip Morton

Date completed: 10/05/2024

Please send through the completed checklist with a copy of the project PID or the draft policy to environment@london-fire.gov.uk. For existing policies undergoing minor amendments, please send through a marked up copy of the policy, with the original SDIA.

Other impact assessments completed				Yes	No
1. Has an Equalities Impact Assessment been completed?				<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Has a Health, Safety and Wellbeing assessment been completed?				<input checked="" type="checkbox"/>	<input type="checkbox"/>
Environmental Impacts					
3. Will this consume any of the following (please tick those that apply and state how and if this would increase or decrease our consumption):					
Gas	<input type="checkbox"/>	Electricity	<input type="checkbox"/>	Water	<input type="checkbox"/>
Petrol or diesel	<input type="checkbox"/>	Hazardous chemicals	<input type="checkbox"/>	Other natural resources e.g. timber	<input type="checkbox"/>
Comments: The policy outlines the strategy and structure stood up in the event of Brigade response to challenges affecting service delivery or business disruption, and as such does not contain operational detail that would have an environmental impact.					
4. Will this produce or reduce our production of (please tick those that apply and describe what and how):					
Non-hazardous waste	<input type="checkbox"/>	Hazardous waste (see PN 862)	<input type="checkbox"/>	pollutants to air, land or water?	<input type="checkbox"/>
Comments: As above. This policy highlights the opportunity to attend virtual strategic meetings (as apposed to physical attendance), which potentially reduces pollutants to air due to the reduction in travel.					
5. Will this impact (positively or negatively):				Yes	No
a. Operational/business travel by staff				<input type="checkbox"/>	<input checked="" type="checkbox"/>
b. Travel/deliveries by our suppliers				<input type="checkbox"/>	<input checked="" type="checkbox"/>
c. Environmental protection at incidents				<input type="checkbox"/>	<input checked="" type="checkbox"/>
d. a Site of Special Scientific Interest				<input type="checkbox"/>	<input checked="" type="checkbox"/>
e. Gardens or other wildlife at stations/brigade sites (e.g. nesting birds or bats)				<input type="checkbox"/>	<input checked="" type="checkbox"/>
Comments:					

Th policy provides a framework only. It does not direct specific activities but outlines processes and options to support coordination of Brigade response to challenges affecting service delivery or business disruption.

Procurement	Yes	No
6. Will this result in the purchase of goods, services or works or influence how they are procured?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f. Is this for a purchase of greater than £1m?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g. Will this use/result in a tender for manufactured goods such as electronics, textiles, and building materials?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
h. Will this service require low skilled/low paid employees?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
i. Will the goods consume utilities or consumables?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
j. Does this involve major works taking place?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
k. If so are BREEAM and Ecological surveys required?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
l. Will this support future cost avoidance?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
m. Could all or part of the purchase be provided by small or local businesses?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
n. Could this be delivered by a voluntary/community sector organisation?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
o. Has a Request For Tender been submitted to Procurement through hotwire?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Comments: N/A		

For the SD Team to complete:

Policy sustainability risk rating: Low

Inputs/outputs/ impacts to address in Full SDIA: This Policy is still considered to be of low environmental risk and a full SDIA is not required

Date completed: 10/05/2024

Part 1: Project/Policy description

Name or Title of Policy/Project and Reference Number (if available):
<p><i>Please attach the policy documents to the HSWIA</i></p> <p>PN xxxx London Fire Brigade Escalation Framework</p>
Purpose of Policy/Project:
<p><i>Provide a brief description</i></p> <p>The policy sets out a framework to support the response to challenges affecting service delivery or business disruption, and events that require actions over and above business as usual processes, or where these processes require an enhanced level of coordination.</p>

Part 2: Risk assessment

Have Health and Safety risks associated with your project/policy been considered?	Yes	No
<p><i>(Health and safety risks associated with the release of a new policy or project must be considered at an early stage of the project or policy development and might be subject to consultation. Consider early staff-side involvement)</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Have you identified significant hazards and or health and safety risks?	Yes	No
<p><i>(A risk assessment is required if the policy or project has hazards that introduce significant risks of injury or ill health to employees and/non LFB employees that require risk reduction measures)</i></p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>1. If <u>significant H&S risks were identified</u>:</p> <ul style="list-style-type: none"> a. Record the findings of the risk assessment using the appropriate LFB risk assessment form and following the guidance provided in PN673 Risk assessment procedure. b. Submit the HSWIA and risk assessment to Health and Safety for review and consultation with staff side at BJCHSW. <p>2. If <u>no significant risks were identified</u> during the risk assessment process, it is not necessary to record the finding of the risk assessment. Please submit the HSWIA to Health and Safety for review.</p>		
Comments:		
<p>The amended policy outlines a strategic framework and does not directly contain operational level actions.</p>		

Part 3: Consultation with employees on health and safety

Health and Safety consultation requirements		
<i>(Consultation at BJCHSW is required if you answer YES to one of the following question or if significant health and safety risks were identified – see part 2)</i>		
	Yes	No
• Are you identifying or assessing hazards or risks that may harm people?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Are you making a decision on how to control risks that may cause harm?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Are you making decisions about the adequacy of facilities for employees welfare?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Are you making decision about procedures/policies to:		
- Consult with employees on health and safety matters?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
- Resolve health and safety issues?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
- Monitor employees' health and workplace conditions?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
- Provide health, safety and welfare information and training?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Are you making a decisions about the arrangements for getting competent health and safety advice?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Are you determining the membership of any health and safety committee?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
• Are you proposing a change to:		
- The physical structure of the workplace?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
- Plant, equipment and substances used in the workplace?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
- The work performed at the workplace that may affect the health and safety of employees?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is consultation at BJCHSW required? <i>(Consultation with staff side at BJCHSW is required if you have answered YES to any of the above questions)</i>	Yes	No
	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Please submit the HSWIA and <i>associated documents</i> to Health and Safety for review.		
Comments: This policy does not introduce new health, safety or welfare arrangements or risk control measures for staff. This policy recognises welfare considerations should be made by the structures stood up in response to challenges affecting service delivery or business disruption.		

Part 4: Health and Safety review

For completion by the Health and Safety Services Department		
Is a risk assessment required?	Yes	No
	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is consultation at BJCHSW required?	Yes	No
	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Comments	None	
Reviewed by:	Date	
Andrew Darlow	10.05.2024	