



CORPORATE GOVERNANCE COMMITTEE – 18TH JANUARY 2019

REPORT OF THE CHIEF EXECUTIVE

BUSINESS CONTINUITY AND RESILIENCE UPDATE

Purpose of Report

1. The purpose of this report is to provide the Committee with an annual update on the Councils' Resilience and Business Continuity activities, work undertaken with other Leicester, Leicestershire and Rutland local authorities and wider multi-agency resilience activities.

Background

2. As a Category 1 Responder as defined by the Civil Contingencies Act (2004) Leicestershire County Council fulfils its obligations stipulated in the Act through both Business Continuity Policy and membership of the Leicester, Leicestershire & Rutland Resilience Partnership and Local Resilience Forum (LLR Prepared).
3. The Resilience Partnership team provides representation within the Multi-Agency arena of the Local Resilience Forum by a number of professional Resilience Officers and the formulation of both incident response and framework plans. This team also provides a 24 hour response capability and the establishment of Emergency Centres and Humanitarian Assistance.
4. The Council's Major Incident Plan and Business Continuity Policy are the strategic documents which describe the core principles by which the Council maintains its ability to respond to internal and external Major Incidents that impact on 'business as usual'. On an annual basis, there is a requirement to review, update and exercise these Plans to ensure they are appropriate and fit for purpose within the wider multi-agency Framework.

Progress Summary

5. The following is a summary of progress achieved on the Council's Resilience and Business Continuity activities since the previous annual report presented to this Committee in October 2017.

6. On-Call Arrangements

The revised On-Call Senior Manager (OCSM) arrangements were established in October 2017 to act as the first point of contact for any incident that affects the Council. Mandatory training sessions have been held for all managers on

the OCSM rota. This ensures that the OCSM role provides a consistent and effective response at a senior level during incidents. Going forward, all new managers who join the OCSM rota will be provided with individual training and a series of mandatory annual refresher training sessions to ensure that effective senior manager cover continues.

7. Creation of New Major Incident & Business Continuity Plans

Following a business needs analysis on the structure of resilience and business continuity provision within the Council, three new plan structures have been created:

(i) Leicestershire County Council Major Incident Plan

This new single purpose plan for the structured response to a major incident lays out the Councils' response to both internal and external incidents that impact to such a degree that normal day to day operations are affected. As well as general guidance and identified roles and responsibilities for departments and areas of the Council, itemised 'Action Cards' give an *aide-memoire* of pre-agreed actions for key personnel in order to facilitate a more strategically led process.

(ii) Business Continuity Plans at Three Levels of Provision

Corporate Business Continuity Plan: A new Corporate Business Continuity Plan is in development. This plan will take direction from the Council's Corporate Business Continuity Strategy and, using the information collated by Departmental Management Team (DMT) plans (see below), will provide the Council's Corporate Management Team (CMT) with clear reference material on the prioritised critical services and suppliers within the corporate structure. This will then enable strategic oversight of business continuity, and enable CMT to provide pre-determined, clear strategic guidance to Council staff in order to assist in impact mitigation following an incident.

DMT Business Continuity Plans: New DMT Plans are currently being developed. These plans will combine the information captured in the new team level plans to allow DMT managers to effectively assess risk and plan contingency measures to ensure continuity of service during an incident that impacts on business continuity. These plans will be supervised by the Resilience Planning Group (RPG).

Team Business Continuity Plans: A new two-part plan template has been developed and provided for all teams in the Council. For all critical services, or services that include a critical supplier, there is a detailed plan to gather all relevant information required for completion of the DMT plan (see above) and a shorter, less detailed plan is provided for non-critical services and teams that have been assessed as not using a critical supplier. Importantly, this approach allows for the identification of all critical services and suppliers within the Council, in order to allow departments to assess the impact and needs of services in an incident. This enables a more effective and robust examination of single points of failure and areas where back up processes need to be considered. These plans will be supervised at departmental level.

(iii) Flood & Severe Weather Plans

Following work with the Council's Highways Operations Team, Croft Operations Room, Environment Agency, Flood Wardens and the Resilience Partnership, a new Flood & Severe Weather Plan has been created. This identifies key roles and responsibilities so as to provide structure and direction to the Council during a flooding or severe weather event within the Leicestershire area. This plan sits under the umbrella of the LLR Prepared Flood Framework in order to clearly define the support available to affected Boroughs and Districts affected by a flood or severe weather event.

8. Internal Vulnerability Assessment

A vulnerability assessment examining weaknesses from people, processes and technology, was commissioned to review the level of the Council's cyber maturity and vulnerability to external attack or influence. This assessment was carried out by the external provider C3IA who submitted a full report to I&TS and a summary report to RPG. All lessons or areas for improvement identified from the report were accepted by I&TS for action.

9. Using the information accumulated by the above external audit by C3IA, a joint CMT/RPG exercise was run to examine the Council's response to a serious 'Malware' attack and the release of customer data that would have led to serious reputational damage and possible litigation. It was noted that the Council's response structures were appropriate to respond to a cyber enabled incident and the independent review of our cyber preparedness (see above) has been completed and a project team convened by I&TS to implement recommendations

Training

10. During this reporting period a continuous programme of training and development has taken place including:
- (a) Team Business Continuity - In order to assist in the development of the new team business continuity template as discussed above, teams have received training to ensure that on transfer to the new template, plans are fit for purpose.
 - (b) Emergency Centre Volunteers - Following a summer recruiting drive, the Council has greatly increased its number of Emergency Centre Volunteers that are trained in the necessary skills to staff Rest Centres established in the response to a major incident. These staff volunteers could be utilised in Emergency Rest Centres, Survivor Reception Centres, Friends and Family Centres or Humanitarian Assistance Centres.
 - (c) Loggists - During the response to a major incident the Council is required to keep and maintain clear records of information, decisions and actions taken during the response and, as seen in recent national news, these may be used as evidence many years later. During this reporting period training of suitable staff within the Council has been undertaken to ensure it has the ability to fulfil this need.

'No Deal' EU Exit Planning

11. Over recent months the Resilience and Business Continuity Team have been actively engaged in planning for a 'No Deal' EU Exit both internally and across the multi-agency partnership.
12. LLR Prepared arrangements have been put in place including completion of specific risk assessments, On Call Senior Management arrangements, service specific planning (Environment & Transport, Communications, and Trading Standards), the holding of multi-agency workshops, and participation in national and regional briefings.
13. As part of the National planning for the UK EU Exit, the Council is Chairing the LLR Prepared Strategic Coordinating Group meetings and the Multi-Agency Communications Group and associated reporting to MHCLG from two weeks prior to 6 weeks post leaving the EU. This continues to be work in progress due to the dynamic nature of events and planning arrangements will continue up to and beyond the day when the UK is due to leave the EU (i.e. 29th March 2019).

Internal Incidents during 2018

14. Since the 2017 annual report, internal incidents of varying levels of severity have required Resilience & Business Continuity support and follow-on actions. These have included:
 - February 2018: Collapse of CAPITA service provision company
 - 8th February 2018: Air conditioning failure in Data Centre
 - December 2017 and February/March 2018: Severe weather and snow responses
 - 7th March 2018: Glenfield power failure
 - 12th July 2018: Fire at the Easter Annex
 - 30th July 2018: Glenfield burst water main
15. Although no significant lessons were identified from these incidents, debriefs have been recorded and appropriate actions taken to update and improve the Council's response arrangements. A regular update on all incidents is provided to the Resilience Planning Group.

Customer Feedback

16. Data gathered in the 2108 Customer Satisfaction Survey of internal corporate services shows positive feedback from customers. Customer's ratings included: staff knowledge (81%), helpfulness (79%) and the quality of advice (78%) for the Resilience and Business Continuity Teams.

LLR Prepared and Resilience Partnership Multi-Agency Working

17. As part of the Multi-Agency response to Major Incidents, the Council's Resilience Partnership team was involved in response to the following incidents:

- (i) 11th December 2017: Birstall Explosion: During the response to the explosion in Allington Drive, Birstall, staff were deployed to establish an emergency Rest Centre for the temporary shelter of residents evacuated. The response included the operational deployment of Council staff from Adult Social Care, Housing and Highways.
- (ii) 25th February 2018: Hinckley Road Explosion: Although in Leicester City, the team was heavily deployed in response to the explosion and subsequent multi-agency meetings including Rest Centres, Humanitarian Assistance Centre, Tactical & Strategic Coordinating Groups and Recovery Coordinating Group.
- (iii) Leicester City Football Club Helicopter Crash: Although on private land, the team deployed in support of the Recovery Coordinating Group, Mass Fatalities Coordinating Group and facilitation of the 2000/1 Memorial Walk.
- (iv) 4th December 2018: Blackbird Road Gas Leak: Establishment of an Emergency Rest Centre, attendance at Police Silver Control and liaison with agencies at the incident cordon control and identification of vulnerable.

18. A performance summary for the Resilience Partnership for the 2017/18 financial year can be seen in the appendix attached to this report.

Schedule of Work: Forward Plan 2019/20

19. The list below notes the planned areas on which work will be focused during the next 12 months:
- Deal/No Deal EU Exit Planning: Integrated multi-agency working and planning, will include multi-agency working, cross border Local Authority, Local Resilience Forum and Regional Resilience working
 - Ongoing implementation of learning from the Kerslake Report on the Manchester Arena attack, emerging learning from the Grenfell Inquiry and learning from local incidents
 - Business Continuity Supplier Assurance: Continue to review key and critical supplier business continuity arrangements in order to ensure maximum resilience in the provision of service
 - Business Continuity training and exercising: to examine and prove new Business Continuity structure throughout LCC at Operational, Tactical and Strategic level. Emphasis on assisting DMT managers on the implementation of the new Business Continuity structure and data gathering from operational team plans in order to ensure production of high quality Business Continuity reporting to CMT and Strategic Business Continuity planning
 - Annual Refresher Training for all On Call Senior Managers
 - Joint CMT and RPG major incident exercise 2019 to prove new Major Incident Plan, Flood & Severe Weather Plan and Business Continuity Plans

Resource Implications

20. The implementation of the Business Continuity Schedule of Work will continue to be undertaken as part of 'business as usual', working with the Council's Resilience Planning Group and Business Continuity & Resilience Working Party, and will not require additional resource.

Conclusion and Recommendations

21. During 2018, work has been undertaken to develop and establish a dynamic and structured provision of resilience and business continuity across the Council. This work has been undertaken at the same time as undertaking regular exercises/testing of Business Continuity plans and dealing with a record number of Business Continuity-related incidents.

Recommendations

22. The Committee is asked to note the progress made on LLR Preparedness and Business Continuity during 2018 and provide comment and feedback on the proposed priorities identified for 2019/20.

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Resilience Partnership Key Achievements 2017/18

The officers in the Resilience Partnership Team undertake a wide range of projects - for individual authorities, for authorities collectively and representing local authorities across the work of the multi-agency LLR Prepared forum.

This summary report gives highlights of collective work across the last year, but does not reflect the significant ongoing work that officers undertake locally keeping all local plans and arrangements up to date and authorities ready to respond.

1. Duty Officer Support (24/7 365 First Point of Contact for Local Authorities for emergency response)

The Duty Officer received 77 calls between 1st April 2017 and 28th February 2018, a slight increase on last year's 73.

In addition to these calls the Duty Officer also receives and assesses flood alerts, flood warnings and severe weather warnings both in and out of hours, alerting relevant services and carrying out multi-agency tasking as appropriate.

Examples of the range of calls the Officers received requests for assistance included:

April	October
<ul style="list-style-type: none"> • Basset Street water leak • Birstall Library water leak • Charnwood 'Harborough Hope' demonstration 	<ul style="list-style-type: none"> • Northbound M1 Holiday Inn LPG leak • Melton white powder incident • Charnwood white powder incident
May	November
<ul style="list-style-type: none"> • 'Move to Critical' actions 	<ul style="list-style-type: none"> • Hamilton Industrial Park fire • Kimberly House power issues • NWL suspect package
June	December
<ul style="list-style-type: none"> • Ashby water main burst • London Bridge terrorist attack • New Walk suspect package • Grassington Close fire 	<ul style="list-style-type: none"> • Birstall Explosion • Severe weather snow • Melton Woodhouse water outage • Westcotes Drive electrical substation fire • Waltham On The Wolds water outage • Hinckley Academy power cut
July	January
<ul style="list-style-type: none"> • Leicester power outage • Loughborough hand grenade • Clements Court fire • City Hall protests 	<ul style="list-style-type: none"> • Long Whatton burst water main • Avian Influenza • Coleman Close fire
August	February
<ul style="list-style-type: none"> • Leicester Eastgate Apartment Block fire • Blackbird Road suspect package • Goscote House fire • Mulberry Avenue fire 	<ul style="list-style-type: none"> • Media regarding teacher convicted of sexual offences • Herbert Street suspect package evacuation • Hinckley Road explosion • Severe weather – snow • Reservoir risk of overtopping: River Welland
September	March
<ul style="list-style-type: none"> • Student X-Country cardiac arrest • 'Move to Critical' actions 	<ul style="list-style-type: none"> • Severe weather – snow • Bath Lane fire

In addition to the Duty Officer initial response and actions the Partnership also supports authorities in responding to, and recovering from, incidents. This year notable examples of this were during the Allington Drive and Hinckley Road explosions where rest centres, TCG, SCG and RCG structures were supported over a number of days.

The Partnership Alerting System has proved invaluable this year, swiftly mobilising volunteers for rest and support centres from across the LRF area when needed.

2. Training and Exercising

The team has continued to deliver well received training – both for individual authorities and for collective groups. Local area/ Resilience Partnership training:

- Emergency Centre Volunteer (including refresher) 36
- Loggist training /refresher 53
- Resilience Partnership Board Annual Exercise 69

In addition to local area training and updating, Resilience Officers led on/ assisted with the planning for the following exercises, training and development:

- Brenntag COMAH Exercise
- Flood Warden Croft Depot Visit
- Flood Seminar
- LLR Prepared Week and Webinars
- Community Summit
- Recording, Documentation & Logging Training
- East Midlands Airport Exercise 'Trace'
- Trent Catchment Area 3 Day Regional Exercise
- Move to Critical Exercise
- Multi-Agency JESIP Training
- Resilience Direct Mapping Development
- Post Room Suspicious Package Procedures

3. Aware and Prepared Community Resilience

The Resilience Partnership has continued to progress community resilience planning with the following notable points:

- Continuing allocation of £30,000 award from the Environment Agency administrated Local Levy Fund in £600 segments to support community planning
- 47 communities have completed or are engaged in developing community plans
- Delivery of Business Continuity Awareness Week and LLR Prepared Week

4. Local Resilience Forum Representation

The Resilience Partnership Team has provided representation of local authorities throughout the LRF structure. Most notably they have been leading and supporting the following work streams:

• 4X4 plan	• Identification of Vulnerable People
• Stranded Motorists plan	• Overseas influx
• Mass Fatalities, Excess Deaths and replacement National Emergency Mortuary Arrangements	• Emergency Centres - review of Family and Friends and Survivor Centre arrangements
• Recovery Plan	• Excess Deaths Plan
• COMAH Sites and regulation	• Logging and recording
• LRF Risk Assessment update and	• Cross border liaison

reissue	
<ul style="list-style-type: none">Leics and Rutland Safety Advisory Group	<ul style="list-style-type: none">Midlands LRF Coordinators Group Forums
<ul style="list-style-type: none">Humanitarian Assistance (Human Aspects) plan	

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