



CORPORATE GOVERNANCE COMMITTEE – 31st JANUARY 2020

REPORT OF THE CHIEF EXECUTIVE

RESILIENCE AND BUSINESS CONTINUITY UPDATE

Purpose of Report

1. The purpose of this report is to provide the Corporate Governance Committee with an annual update on the Council's 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 (the Act) Leicestershire County Council fulfils its obligations stipulated in the Act through both membership of the Leicester, Leicestershire & Rutland Resilience Partnership and Local Resilience Forum (LLR Prepared), as well as its Business Continuity Policy and structure.
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 Incident Management 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 January 2019.
6. **On-Call Arrangements**

The On-Call Senior Manager (OCSM) rota was established in October 2017 to act as the first point of contact for any incident that affects the Council. Mandatory training sessions are held for all managers on the OCSM rota to ensure that the OCSM role provides the ability to deliver a consistent and

effective response at a senior level to incidents both in and out of working hours.

7. Incident Management & 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 to ensure provision of resilience and business continuity is fit for purpose:

(i) Leicestershire County Council Incident Management Plan

Incident Management Plan: A single purpose plan for the structured response to a major incident that lays out the Council's 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, information collated from Departmental Management Team (DMT) plans (see below), that 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 have been developed and are currently half way through the test exercise cycle with the individual DMTs. These plans combine the information captured from 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 are supervised by the Resilience Planning Group (RPG).

Team Business Continuity Plans: A 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, to allow departments to assess the impact on services during and following 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 are supervised at departmental level.

(iii) Flood & Severe Weather Plan

Flood & Severe Weather Plan: The Council's Flood & Severe Weather Plan has been constructed in partnership with the Council's Highways Operations Team, Croft Operations Room, the Environment Agency, Flood Wardens and the Resilience Partnership. This plan identifies flood specific roles and responsibilities to provide structure and direction to the Council during a flooding or severe weather event within the Leicestershire area. This plan also sits within the wider LLR Prepared Flood Framework structure to clearly define the support available to Districts affected by a flood or severe weather event.

8. **Community Response Plans**

The Community Response Plan scheme continues to encourage communities across LLR in the production of plans that encourage and support the concept of resilience and community. Currently there are 33 completed community plans and 18 further plans under development.

Training

9. During this reporting period a continuous programme of training and development has taken place including:
 - (a) Team Business Continuity – A continuing programme of training and development to assist in the development of effective team business continuity plans is ongoing. This ensures that teams have received the appropriate support to ensure that all plans are fit for purpose and embedded within staff structures.
 - (b) Emergency Centre Volunteers - Following a summer recruiting drive, the Council continues to maintain a healthy 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 are trained to respond to 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 which may be used as evidence for many years to come. During this reporting period further recruiting and training of suitable staff within the Council has been undertaken to ensure that suitable numbers for this role is maintained.

'No Deal' EU Exit Planning

10. Over this reporting period, considerable work has been undertaken by both the Resilience & Business Continuity Team and the wider Resilience Partnership to both meet central government requirements on reporting and preparation, as well as being actively engaged in planning across the multi-agency partnership.
11. LLR Prepared arrangements were put in place including completion of specific risk assessments, On Call Senior Management arrangements, service specific

planning (Environment and Transport, Communications, and Trading Standards), the holding of multi-agency workshops, and participation in national and regional briefings.

12. As part of the National planning for the UK EU Exit, the Council has chaired the LLR Prepared Strategic Coordinating Group meetings, the Multi-Agency Communications Group and associated reporting to MHCLG. These structures have now been stood down but are able to be reactivated as necessary or requested by central government.

Internal Incidents during 2019

13. Since the 2018 annual report, internal incidents of varying levels of severity have required Resilience & Business Continuity support and follow-on actions. These have included:

- 29/04/2019 Loss of telephony
- 18/05/2019 IT issue affecting telephony for HART/Crisis Response
- 15/07/2019 Generator Fire
- 27/11/2019 Data Centre Overheating

14. Following these incidents, debriefs and investigations have taken place to identify any relevant lessons or actions and appropriate steps taken to update and improve the Council's response arrangements. A regular update on all incidents is provided to the Resilience Planning Group (RPG).

LLR Prepared and Resilience Partnership Multi-Agency Working

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

January:

- Fire at Humberstone Road affecting local road network and houses
- Belgrave Road fire
- Influenza outbreak at Casterton College, Rutland. 250 of 600 students reported affected
- Water main burst in Market Harborough, concerns regarding hospital supply and road conditions

February:

- Fire Gumbriil House, Leicester - evacuation of eight flats

March:

- Flooding Melton and Charnwood
- Garage fire in Congerstone (Hinckley and Bosworth) which impacted 13 properties. 17 people were evacuated

April:

- Kirby Muxloe Primary School fire
- Leicester train fire

May:

- Derbyshire pallet fire with cross border implications

June:

- Impact of Stoughton light aircraft crash on Frisby Reservoir

July:

- Flooding
- Leicestershire Royal Infirmary fire
- Melton E Coli incident
- Mount Sorrel three storey flat fire
- Fire at Netherhall Neighbourhood Centre, Leicester

September:

- Flooding

October:

- Flooding

November:

- Flooding
- Unexploded IED

December:

- 27 properties, Butler Road, Leicester - evacuated due to gas leak following vehicle crash into property

Schedule of Work: Forward Plan 2020/21

16. The list below notes the planned areas on which work will be focused during the next 12 months:

- 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 to ensure maximum resilience in the provision of service.
- Business Continuity training and exercising: to test and integrate new Business Continuity structure throughout the Council 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 to prove new Major Incident Plan, Flood and Severe Weather Plan and Business Continuity Plans.

Resource Implications

17. 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 RPG and Business Continuity and Resilience Working Party.

Conclusion

18. Throughout 2019, the requirements of resourcing the EU Exit demands impacted heavily on the Resilience & Business Continuity Team. However, a continuing programme of work and development has been undertaken to develop and establish a dynamic and structured provision of resilience and business continuity across the Council.

Recommendations

19. The Committee is asked to note the progress made on Resilience and Business Continuity during 2019 and provide comment and feedback on the proposed priorities identified for 2020/21.

Officers to Contact

Zafar Saleem
Head of Communities, Policy & Resilience
Strategy & Business Intelligence
Chief Executives Office
Tel: 0116 305 4952
Email: zafar.saleem@leics.gov.uk

Andrew Murr
Resilience & Business Continuity Manager
Strategy & Business Intelligence
Chief Executives Office
Tel: 0116 305 6105
Email: andrew.murr@leics.gov.uk