



CORPORATE GOVERNANCE COMMITTEE – 26 JUNE 2026

REPORT OF THE DIRECTOR OF PUBLIC HEALTH, COMMUNITIES, LAW AND GOVERNANCE

RESILIENCE AND BUSINESS CONTINUITY ANNUAL UPDATE

Purpose of Report

1. The purpose of this report is to provide the Corporate Governance Committee (CGC) with an 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, in the period April 2025 to end of March 2026.

Background

2. As a Category 1 Responder (as defined by the Civil Contingencies Act (2004)), the Council fulfils its statutory obligations through membership of the Leicester, Leicestershire and Rutland Resilience Partnership and Local Resilience Forum and via the Business Continuity Policy and associated delivery structure.
3. The Resilience Partnership team provides representation within the multi-agency arena of the Local Resilience Forum by several professional Resilience Officers and the formulation of both incident response and framework plans. This team also provides 24-hour response capability and the establishment of Emergency Centres and Humanitarian Assistance in conjunction with council departments and the local voluntary sector.
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.

Incident Management & Business Continuity Plans

5. Council resilience and business continuity management is delivered through the production and exercising of general and specialist plans.

(i) Leicestershire County Council Incident Management Plan

This is 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 of the Council become 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 to facilitate a more strategically led process.

(ii) Business Continuity Plans at Two Levels of Provision**Department Management Team (DMT) Business Continuity Plans:**

These plans combine the information captured from the 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 overseen by the Resilience Planning Group (RPG).

Team Business Continuity Plans: As per the previous report, plans now include Business Impact Analysis and Risk Assessment. The plans are now fully aligned to the DMT plans and include a widespread power outage section.

Business Continuity Progress Summary

6. The following is a summary of progress achieved on the Council's Resilience and Business Continuity activities:
- Business Continuity critical supplier assurance – continue to review and assess assurance levels of critical suppliers' business continuity plans on a three yearly cycle. This remains an identified item on the RPG agenda with feedback provided and a breakdown of external plans and agreement on how to proceed.
 - The Resilience and Business Continuity team are on a rolling programme of delivering familiarisation training to Council managers grades 11-16. This involves 1350 managers and is likely to take in the region of three years to complete. Familiarisation of grades 15-16 face to face training has now been completed and has been well received (75 people in total). The familiarisation package has continually been reviewed and updated based on feedback. The familiarisation package for grades 11-15 is currently being developed and will be ready to commence in the new financial year. These sessions will be delivered online.
 - Lessons identified to a lessons learnt procedure has now been embedded and implemented by the RPG. The organisation and departmental debrief process is now embedded into the lessons identified/lessons learnt process. This is now identified in the RPG agenda, with feedback provided at each meeting.
 - Following the structured debrief, one of the outcomes relates to a review of the On Call Senior Manager (OCSM) process and this is now in progress.
 - Business Continuity Officers (BCO's) continue to work closely with departments on the actions process against ISO22301 (Business Continuity Management Systems – further details can be provided on request) and have provided the RPG with a detailed breakdown of assurance against the standard.

- A Business Continuity Plan project has now been implemented. Three departments have completed the process of reviewing Tier 1 Critical Service plans to ensure the BC plans align to the ISO 22301 standard. Testing and validation will be arranged shortly; however, this sits with line management to complete. The recent change in relation to departments will require rationalising in relation to the project; however, this is not seen as an issue that would extend the project timescales.
- The Business Continuity audit has been completed and a report has been issued. Several recommendations have been made. Once addressed these will help to further embed the BC processes and associated BC plans within the organisation. The regular feedback for the audit is reported to the Corporate Management Team on a quarterly basis.
- Two structured debriefs have been undertaken (flooding in January 2025 and IT in October 2025). Both debriefs have generated reports that have been issued to RPG, with task and finish groups set up to work through the lessons identified highlighted from the report.

Resilience and Emergency Planning Progress Summary

7. The Council's Incident Management plan is active and was used in several incidents throughout 2025. From this, several annexes have now been identified and will be added on at the next review date.
8. Following the IT outage in October 2025, RPG was stood up and WhatsApp was used due to systems being down. A structured debrief has taken place and lessons identified.
9. Storm Claudia – TCG groups were set up in preparation to be prepared due to a Met Office warning and Environment Agency flood advisory services (FAS) were called. A County Council officer chaired the TCG.
10. A yearly training cycle is ongoing, and this is aligned to the National Occupational Standards and the National Resilience Standards. The Resilience and Business Continuity team members are reviewing existing training and exercise packages to ensure these are relevant and up to date. The OCSM review will help inform a more tailored approach per OCSM and RPG members.
11. Implementation from the learning from national and local incidents are ongoing.

Concurrent Incidents

12. The risk of concurrent incidents, including flooding, remains high and the potential impact on the Council would cause significant disruption to services and officers. The ability to move meetings to a virtual platform has proven to help minimise the impact on officers and supports flexible working.

Learning from national inquiries

13. The Resilience and Business Continuity team is continuing to take account of lessons learnt from the Manchester Arena and now the Grenfell inquiry and feed this back into the resilience and business continuity workplan and the OCSM review

Business as Usual

14. All programmed reviews of plans and policies have either been completed or are due for completion in line with expected timeframes as agreed with the Resilience Planning Group.

Training

15. During this reporting period a continuous programme of training and development has taken place including those activities listed below:
- LRF Immersive training Strategic Coordination Group/Tactical Coordination Group - these courses have now been extended to two days and are ongoing with a different provider, engaging with online 2-hour refresher training. This is CPD training.
 - A Counter terrorism training package has been delivered to County staff and all have completed.
 - Promoting the internal Resilience Partnership Training and external Local Resilience Forum training to local authority staff. Moving forward the OCSM training will be reviewed accordingly.
 - A familiarisation session was delivered to schools and academies around Resilience and Business Continuity. Attendance for this session was good and the subject was well received.

Exercises

16. During this reporting period several internal and external exercises have taken place, these include:
- A small number of BC exercises have been completed to include Adults and Communities and IT. Public Health, EMSS and Corporate Resources have expressed interest in receiving support from the team to complete structured exercises.
 - Exercise Vulcan is a series of Tactical Coordinating Group (TCG) and Strategic Coordinating Group (SCG) multi-agency exercises, led by Leicestershire Fire and Rescue Service, with the County Council taking part.
 - There have been many national/multi-agency exercises that have been undertaken for this reporting period, for example, Exercise Solaris Pandemic Influenza, Pegasus National Pandemic exercise. There is an ongoing exercise, Mercury, which is based on a large-scale road traffic

collision (RTC); this included SCG/TCG/Recovery Coordinating Group (RCG), culminating with a coroner's inquiry in February 26.

Incident Responses during 2024/25

County Council Incidents

17. Since the last annual report to this Committee, internal incidents of varying levels of severity have required Resilience and Business Continuity support and follow-on actions. The role of the Resilience and Business Continuity team is to coordinate the Council response meetings, collate actions and provide advice and support to senior managers. Incidents have included:
- Medical Assistance – internal county council meeting prior to TCG being called
 - LCC IT outage – RPG called, structured debrief completed
 - Leicestershire LRF Flood Advisory Service Telecon (storm Claudia) information was provided to RPG
 - Storm Goretti – RPG preparation meeting called
18. The Resilience and Business Continuity team attend multi-agency meetings to identify potential hazards early and feed these back into the RPG where departments are asked to identify any impacts that may be occurring. This still remains high, with the biggest risk being cyber incidents.

Multi-Agency Incidents

19. As part of the multi-agency response to major incidents, the Council's Resilience and Business Continuity team was involved in the response to the following incidents:
- Police incident (summer 2025) – TCG called
 - Medical Assistance – TCG called
 - LLR RTC – M1 south J21 – TCG called
 - Leicestershire LRF Flood Advisory Service Telecon
 - Storm Claudia – SCG & TCG called
 - The Resilience and Business Continuity Team have supported several incidents across the wider LLR partnership.

Schedule of Work - 2026/27

20. The planned areas on which work will be focused during the next 12 months:

- Initiate training, capability assessment and support project for business continuity management (2-year project)
- Resilience and Business Continuity team to create a training and exercise programme cycle
- Incident management centre policy and procedure to include role profile and testing – yet to be completed
- Develop OCSM and RPG training and refresher programme – ongoing and linked to OCSM review
- Incident response briefing sessions for all departments – yet to be completed
- Development of command-and-control system for Leicestershire County Council – ongoing, initial report submitted to CMT as part of the OCSM review, further work required
- Development of Resilience Planning Group (RPG) operating procedures for incidents – ongoing
- Maintain the work on lessons identified from structured debriefing
- Adoption of transformation unit project plan process – ongoing
- Resilience and Business Continuity team is involved in undertaking risk assessments in line with the national risk register and community risk register. This is in conjunction with Corporate Risk ensuring that these documents are embedded in the Council's risk register.

Resource Implications

21. Following review of current workloads and administration, with a recommendation of the BC audit, a Business Continuity Support Officer has been recruited on a fixed term 3-year contract.
22. Following direction from RPG and in consultation with Commissioning Support Unit (CSU), a case to employ an experienced Business Continuity Officer (BCO) is being developed to provide a prevention instead of cure approach. This will require a full time one-year fixed term BC officer to be recruited or service procured.

Equality Implications

23. None specifically arising from this report. However, it should be noted that at the start of any SCG response and recovery mobilisation the needs of vulnerable individuals and communities are prioritised. Data and resources are

pooled into a coordinated response to protect and support those in greatest need.

Human Rights Act (HRA) implications

24. None specifically arising from this report.

Recommendation

25. The Committee is asked to note and comment on the report.

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