



## **CORPORATE GOVERNANCE COMMITTEE –**

**25<sup>TH</sup> NOVEMBER 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 and 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 2020.

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

## 7. Incident Management and Business Continuity Plans

The current operating model comprises a three-tier structure provision to ensure resilience and business continuity is fit for purpose. These have been assessed and updated to ensure Covid-19 risk factors have been considered and included where appropriate.

### (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:** This plan takes 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 to assist in impact mitigation following an incident.

**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 supervised by the Resilience Planning Group (RPG).

**Team Business Continuity Plans:** A two-part plan template provides 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 and Severe Weather Plan

**Flood and Severe Weather Plan:** The Council's Flood and 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 59 community plans either completed or under development.

### **EU Exit Planning**

9. The LLR Prepared arrangements that were previously put in place have now been reinstated. Workstreams currently under development include: 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.

### **Internal Incidents during 2020**

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

- March to present: Covid 19 response
- 30/03/2020 Drying room fire
- 15/07/2020 Loss of telephony. No incoming calls to 0116 305
- 03 and 04/10/2020 IT shutdown

11. 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**

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

#### **January:**

- Fire at student accommodation
- Telephone pole hazard by school
- Second floor fire at student accommodation on Lancaster Road, City. Alternative accommodation for those affected organised.

- Wuhan Coronavirus suspicions

**February:**

- Storm Ciara, including sandbags and pump plant for Jet Service Station
- Requests of road closures on B6540 and Sawley, Long Eaton Road
- Fire and evacuation of Victoria Building at Leicester Royal Infirmary

**March:**

- Covid-19
- Severn Trent notification of potential 22,000 homes without power

**April:**

- Care home PPE (Personal Protective Equipment) supplies
- Attendance at Regional SCG
- Organisation of local PPE supplies with MHCLG RED
- National PPE Emergency drop

**May:**

- Guidance regarding a pupil confirmed with Covid-19
- Fire in Enderby leading to closure of M69
- Power outage affecting 3,000 properties
- Severn Trent Water supply issues due to excess demand

**June:**

- Issue with water distribution stations in Harborough and Oadby
- Advice and guidance regarding Leicester going into lockdown

**July:**

- Multiple phone calls regarding Covid 19 media releases and contact detail requests

**August:**

- IED type device found in a house requiring evacuation of 60-70 people and establishment of community Rest Centre
- Property without water
- Mobile Testing Unit missing from advertised site
- Flooded property

**September:**

- Fire and potential need for emergency centre at Clyde Court
- Major water burst at Fosse Park affecting LE2, LE3, LE19 and other parts of City / County
- Wasp infestation at Gretton Court, Melton
- Covid advice for cases at school and nursery

**Schedule of Work: Forward Plan 2020/21**

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

- Continued support for the LRF and Council response and recovery structures.
- Concentration on multiple concurrent incident planning under title of 'Winter Resilience' including ongoing Covid 19, EU Exit Planning, seasonal influenza, Covid 19 mass vaccination and severe weather.
- Internal support to Council to facilitate maintenance of ability to respond to above as well as the addition of any occurring major incident.

- Capture and implementation of learning from any local, national or international 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 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 On Call Senior Managers to ensure internal response management ability is maintained.

### **Resource Implications**

14. None for this reporting period.

### **Conclusion**

15. Throughout this reporting period the internal Resilience and Business Continuity Team and wider Resilience Partnership has seen unprecedented demand to support the Council's internal response and recovery structures. At the same time ensuring the maintenance of the ability to respond to incidents and provide advice or guidance to partner organisations through the local authority Resilience Partnership and wider LRF structures. This now includes the build up to EU Exit, Covid 19 mass population vaccination programme and concurrent incident planning. Key to this is the ongoing work to ensure a robust and effective business continuity regime that is embedded at all levels of the Council.

### **Recommendations**

16. Corporate Governance Committee is asked to note the progress made on Resilience and Business Continuity during 2020.

### **Officers to Contact**

Zafar Saleem  
Head of Communities, Policy and Resilience  
Strategy and Business Intelligence  
Chief Executives Office  
Tel: 0116 305 4952  
Email: [zafar.saleem@leics.gov.uk](mailto:zafar.saleem@leics.gov.uk)

Andrew Murr  
Resilience and Business Continuity Manager  
Strategy and Business Intelligence  
Chief Executives Office  
Tel: 0116 305 6105  
Email: [andrew.murr@leics.gov.uk](mailto:andrew.murr@leics.gov.uk)

This page is intentionally left blank