



PROTECTED – LCC USE ONLY

# **LEICESTER CITY COUNCIL**

## **CORPORATE BUSINESS CONTINUITY AND INCIDENT RESPONSE PLAN**

**2019-20**

**IF THIS IS AN EMERGENCY INCIDENT GO STRAIGHT TO  
PAGE 9 – SECTION 3.7**

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## 1. Introduction

Business Continuity Management (BCM) is recognized as a core discipline within government and commerce. This plan will assist in protecting and sustaining what is happening at a tactical and operational level during and after an incident. Business Continuity and Emergency Management are complementary activities and the management of both within one single team within Leicester City Council helps ensure both resilience and the ability to manage the synergies between both activities. Both these areas are focussed on the wellbeing and safety, in the following order, of (PEAR):-

1. People
2. Environment
3. Assets
4. Reputation

The council has a responsibility to assist with handling incidents and emergencies that affect the wider City of Leicester through its Emergency Management Team (**external – to keep the city running**) and business continuity is concerned with the smooth running of the council itself (**to keep internal services running**). The council's Emergency Management Team's Major Incident Plan is divided into two types as follows:

**Internal Major Incident:** An incident impacting upon and disrupting two or more of the council's service areas and/or has the potential to affect the organisation's reputation or ability to perform its **critical** functions. The Corporate Business Continuity Plan (CBCP) may be invoked in such circumstances but principles within the Major Incident Plan may also be relevant if outside organisations, like the emergency services, are engaged in the response (for example, a serious fire at an LCC building).

**External Major Incident:** An incident where a coordinated response from the council and multi-agency partners to a major incident in the wider community is required. The Major Incident Plan will be utilised in these circumstances but the CBCP may also be activated where the response has business continuity implications for key council services (for example, where all of the Highways teams are providing support during a major flood within the city).

## 2. Objectives of BCM

Whilst the principles within this CBCP could be used in either of the above scenarios, it is primarily concerned with an internal major incident – where two or more services are affected. An internal business continuity issue may escalate to a level where the emergency services are required and, therefore, may become a major incident as defined by the Civil Contingencies Act – requiring activation of the Major Incident Plan. Also, an external major incident may create a business continuity issue for the council, depending upon the resources the council must commit (under its Statutory Duty as a **Category 1** Responder) to assist in management of such an external incident.

Business continuity involves finding strategic solutions to the loss of one or more of the following significant resources:

### **Physical disruptive scenarios:**

- People - Customers or service users and staff;
- Partners - Key Suppliers;
- Premises - Facilities; and,

### Technical disruptive scenarios

- Loss of communications;
- Loss of function; and
- Loss of data.

The council's BCM is cross-functional by its nature so it covers the entire organisation, therefore, its many diverse and varied services, and consistency with the International Standard ISO22301 helps to ensure that its business continuity responsibilities within the Civil Contingencies Act (2004) (CCA) are being met. ISO22301 deal with incidents mainly at a tactical or operational level.

### BCM is essential for LCC for the following key reasons:

- **Statutory Duty** – The CCA requires the council, as a **Category 1** responder, to be able to exercise all of its functions (continue its business operations) in the event of an emergency *as far as reasonably practicable*; and,
- **Commercial 'best practice'** - By planning now rather than waiting for an incident to happen, the council can get back to normal business in the shortest possible time, hopefully, with minimum financial impact.

A key part of BCM (which is a key part of Risk Management) is the Business Continuity Plan (BCP). The consequences of a disruption can be severe particularly where critical business activities (**see Appendix 1 for LCC's critical activities**) are affected resulting potentially in substantial financial loss, interrupted cash flow, lower level of service delivery, reputational damage, increased costs of recovery, penalty charges and loss of credibility within the community. The benefit of having business continuity/recovery plans readily available is that they can be invoked with minimum fuss and delay. Implementation of these plans significantly reduces the levels of disruption LCC suffers and ensures rapid resumption of 'normal service' to the public, many of whom may be vulnerable service users.

This CBCP outlines the actions required by the officers who form the council's Corporate Incident Response Team (CIRT) - see **Appendix 2**. **Appendix 3** details those who have been Business Continuity/Emergency Management briefed explaining their roles and responsibilities in an incident. The named senior officers respond to events that affect the council's business critical activities (BCA's) which are those that need to be recovered within 24 hours– (**see Appendix 1 for detail**).

This plan does not contain individual BCP's for each of the BCAs. Each Division must have their own individual BCP for each of their service delivery units whether classed as 'critical' or not. BCP's should be in the corporate format which can be found on the Risk, Emergency and Business Resilience (REBR) Sharepoint pages. Plans relating to the BCAs are held centrally on Resilience Direct which is accessible to all members of the CIRT. Responsibility for managing the response to an event that does not affect a BCA sits with the relevant Divisional Director, their Heads of Service and individual managers or response teams within their Division. However, the procedures within this plan are applicable to both critical and non-critical activities and the CIRT can be contacted for guidance and support.

Directors should ensure that their Divisional BCPs are realistic and simple to use during a crisis. They, along with all of their individual plan owners within their teams, should also ensure all key or relevant staff are aware that they are named in their Divisional BCPs, understand their role in an incident and know how/where to access the plans in an incident. As such, BCM planning should form part of their general risk management practices. Guidance and support will be available from the Manager, Risk Management/Business Continuity and Risk Officer and on the REBR Sharepoint ages. A key element of the

council's BCM Policy and Strategy requires annual assurance from each Director, to the Chief Operating Officer and the City Mayor, that BCPs are in place for all their services regardless of whether deemed critical or not, have been reviewed and remain fit for purpose. The review process should not be seen as a process that is an end in itself. This is an ongoing process and changes in services areas should be reflected in the BCP as appropriate, for example, a staff member may have left who had actions assigned to them as part of the incident response.

Some plan managers may also wish to consider having an 'Emergency Pack' on site or easily accessible. **Appendix 4** gives details of what a typical 'Emergency Pack' might contain.

### **3. The CBCP**

#### **3.1 Document Owner and Maintainer**

The **CIRT** collectively '**own**' this plan and are responsible for reviewing it at least annually, amending and maintaining it. REBR will hold the 'master' copy and will facilitate these reviews. Each CIRT team member is issued with secure access to a copy of this plan held in Resilience Direct. This site also holds each of the individual plans of the BCAs as well as Portakabin surveys for all of our schools. It is the responsibility of all CIRT members to inform REBR of any changes which could affect this plan or their roles and responsibilities within it.

#### **3.2 Purpose**

**The objectives of this CBCP and its supporting appendices are to:-**

- Support the continuation of the council's BCAs following a serious incident or disaster by providing a list of critical activities and related BCPs to on call directors;
- Support the processes required to recover from an incident or disaster and identify who should manage those processes; the authority needed; and, key tasks that they will have to perform;
- Understand the trigger events of this plan and the immediate actions to be taken (see section 3.6/3.7);
- Provide clear, effective guidance on the activation procedure for the plan;
- Provide divisions and key staff with guidance on their roles and responsibilities during an incident (including those affecting our schools);
- Mobilise the organisational structure required to manage the recovery;
- List the short and medium term measures necessary to recover essential systems;
- Develop the long-term recovery actions required;
- Support the continuation of services where the vulnerable are affected;
- Explain the inter-dependencies between teams;
- Define the interface those teams have with council staff; those in the care of the council; partner organisations; and, the wider community of Leicester;
- Enables the contribution required from the council by REBR when a Civil Emergency situation is declared;
- Help to meet governance requirements; and
- Assist in ensuring compliance with regulations and best practice.

This CBCP is aligned with the REBR Team's Major Incident Plan to ensure a smooth and effective response to incidents.

### 3.3 Role of City Mayor and the Executive

The management of the communication response to a business continuity incident is the role of a Senior Officer. Once the CBCP has been triggered, the CIRT has operational control of the situation and is authorised to take all decisions necessary. The Chief Operating Officer and the City Mayor should be advised of the activation of the CBCP and be fully briefed at the earliest practicable opportunity. Contact with the City Mayor (or his Deputy) should be prior to any formal release of statements to the press/media – see also **Appendix 5 – Communications Guidance**.

### 3.4 Roles and Responsibilities

The council has adopted a three-tier command structure to business continuity and emergency management as follows:

**Strategic (Gold)** – this is the council's Strategic level of command which provides a strategic capability and is responsible for the organisation wide strategic issues management. They establish the framework within which the Tactical and Operational teams (described below) work in responding to, managing and recovering from incidents – **see Appendix 2**. The Strategic team will work as the link between the Tactical team and the 'outside world' (which may include both other areas of the council, as well as the wider general public and the media), whilst ensuring that the Tactical team are responding to and managing the incident appropriately.

Its role is to minimise and manage the impact across the organisation including impacts in terms of reputation, long term operability, legislative and regulatory issues, communications and the media, stakeholder management and finance.

**Tactical (Silver)** – this level consists of relevant Divisional Directors and Heads of Service and provides a tactical capability to implement the response and possibly deal with an incident at a site and/or business area level. They provide overall tactical management of the response within their respective Divisions. They will have oversight of and direct the work of the Operational team(s) and, will report progress and issues on a regular basis to the Strategic team.

The primary role of this team is to minimise and manage the impact of an incident on the site or business area. In particular, this includes:

- Provide overall guidance for the response;
- Provide all necessary resources (including expertise, equipment and finance) from within the organisation or external specialists;
- Ensure that well-rehearsed BCPs are in place;
- Ensure that timely and accurate information is passed to CIRT about the incident and actions that are being taken; and
- Appropriate actions are taken to ensure the financial well-being of the organisation, its supply chain and stakeholders.

**Operational (Bronze)** - this consists of Heads of Service and Senior Officers/Officers identified within an individual area's own BCP and are often referred to as the Service Management Teams. This is the level at which the 'hands on' work is undertaken at the incident site or impacted area. In simple terms, these are the 'doers', the front-line staff that will recover our site/assets and ensure that service delivery is maintained or restored as quickly as possible.

This level provides an operational response and capability to implement the business areas BCP.

### 3.5 Contact details

The CIRT members are listed at **Appendix 2** with their contact details and the areas for which they are responsible as the BCM leads.

**Appendix 6** provides 24/7 contact numbers for LCC Services.

### 3.6 Trigger Events

It is not possible to predict or prevent all catastrophic incidents, especially natural disasters. BCM systems and procedures exist to enable the council to deal with such disruptions which could impair its ability to function. They assist in two main ways ensuring the council can:-

#### 1. Continue to operate and run key services in adverse conditions

These events will usually be classified as ‘**tactical**’ incidents and will be handled by management locally (e.g. temporary restrictions on access to buildings) or challenging circumstances which stop short of mobilisation of the CIRT or an area’s own BCP (e.g. winter weather responses). These are events that should be anticipated and planned for as part of the divisional business continuity process and plans. Many of these incidents can be handled by staff using the council’s **Sudden Unexpected Incidents Guide – see Appendix 7**.

#### 2. Respond quickly and effectively in the event of serious incidents affecting critical activities

These will be incidents of concern to the ‘body corporate’ affecting one or more identified BCA’s and will require activation of the CIRT and may trigger the CBCP in whole or in part. **THESE ARE CORPORATE BUSINESS CONTINUITY EVENTS**. The triggers include, but are not limited to:

- Threat to life or wellbeing of significant numbers of staff, or key employees, or those in the council’s care;
- Multiple deaths or injuries to staff or those in the council’s care;
- Loss of strategic leadership (City Mayor, Strategic Directors, Executive Members);
- Insufficient staff to sustain an identified BCA or key individuals unavailable (single critical knowledge source);
- When a BCA becomes inaccessible or degraded to the point where service provision is becoming impossible;
- Loss of key assets (e.g. premises, vehicles, equipment or a school) or significant ICT failure (central ICT, telecoms, critical business systems);
- Failure of a key supplier/partner;
- Serious impact on the council’s political stability;
- Serious breach of regulatory or statutory duties;
- Potential for significant financial loss (causing unplanned cuts or fundamental change in revenue strategy, or loss of stakeholder confidence);
- City-wide, regional or national emergency which impacts on the council’s ability to deliver essential services or support the REBR Team’s Major Incident Plan; and
- Major disruption to essential council functions, caused by any means including fire, flood, fuel crisis, pandemic or terrorist attack.

Each member of the CIRT should have a mechanism in place within the service areas for which they are responsible to ensure that such incidents (be it an actual business continuity event or 'near miss') are reported to REBR. Any 'lessons learned' from these incidents will be shared with the CIRT.

### 3.7 Plan Invocation

Any serious incident can trigger this CBCP and the most likely causes are set out in section 3.6 above. Some incidents are clearly business continuity events from the outset, but others are less certain. Incidents can escalate and may do so with differing speed and intensity. A localised incident (for example a small fire) can intensify or spread rapidly, whereas something like an incremental staff absence during a flu pandemic would more likely develop and spread much more slowly. (Refer to **Appendix 6** for contact numbers and details of LCC's 24/7 Services)

A situation needs to be monitored so that the point at which it moves from a sudden unexpected incident to a matter of council-wide concern may be determined and appropriate action taken.

In all circumstances, early consideration should be given to contacting the Business Continuity & Risk Officer, the Manager, Risk Management, the Resilience Manager and/or the Chief Operating Officer (contact details are in **Appendix 2**). In the event of the Lync telephony system being down, **Appendix 8** provides details and locations of analogue telephones available in City Hall.

**Any member of the CIRT has the authority to invoke this plan.** When the CIRT member receives the initial call (at this point they become the Incident Response Lead) they should consider which other team members to contact and then decide whether or not the incident warrants full activation of the plan and mobilisation of all of the CIRT. It may be that this decision can only be made once team members responsible for the affected Division(s)/Services have been spoken to, or after a site visit has taken place and a situational report has been provided. The decision may have been made to mobilise relevant team members who may be stood down as soon as the position becomes clearer. Delays in mobilising the team could have a major impact on the effectiveness of the response. An Impact Assessment form (see **Appendix 9**) is a useful guide to help gather useful information to brief relevant contacts during the early notification stage.

If the initial call does not come via the Resilience Partnership Duty Officer or another CIRT Member, they each should be contacted immediately (contact details are in **Appendix 2**) and briefed. Contact details are also held by City Hall Security – 0116 373 7770. The on-call Communications Officer should be contacted on [REDACTED] (see **Appendix 5 for Communications Guidance**). At this point it is also suggested that other key council teams that are likely to be involved (for e.g. Highways; Building Control; Street Cleansing – see **Appendix 6**) are contacted to see if they are already responding or on-site. These services, if already mobilised and on site, may well be a very good source of situational reports at 'ground level'.

### 3.8 Incident Response and Management

This section details what will be required to manage the initial phase of an incident and the individual responsible for each task. Also, covered in this section are the arrangements for communicating with staff, wider stakeholders and the media.

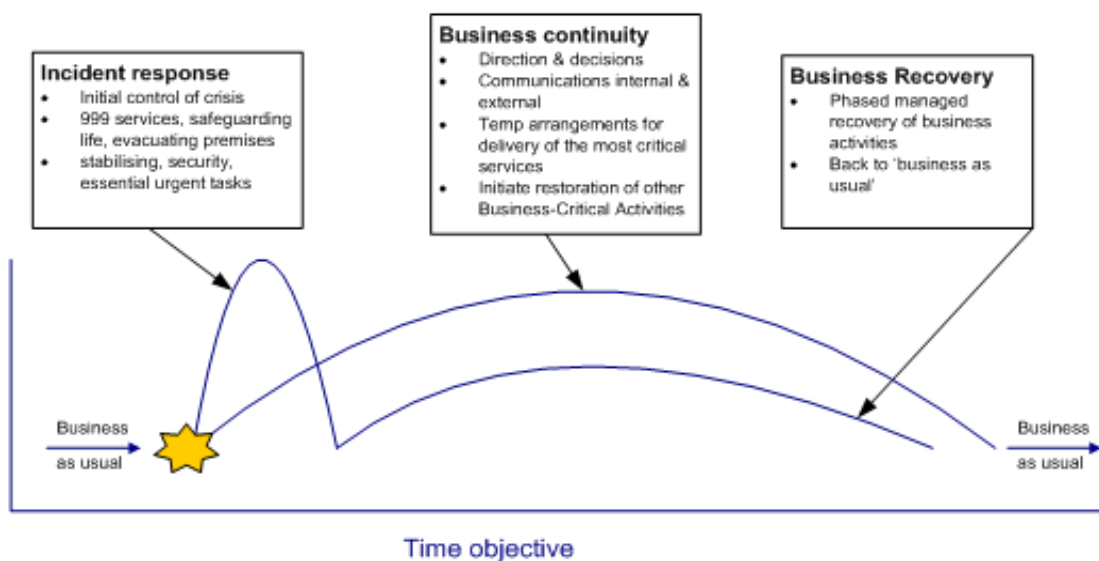


**The key objectives of Incident Management are to:**

- Prevent injury;
- Provide shelter;
- Protect the vulnerable;
- Evacuate premises, if necessary;
- Prevent the incident escalating into a disastrous event;
- Reduce and control its effects; and
- Ensure salvage and repairs are started at the earliest opportunity.

**There are 3 stages of response to an incident which is detailed in the diagram below:**

## **Business Continuity Process**



The Incident Response is the initial stage of a response to an incident. These are actions taken in the first instance. Thereafter, is the Business Continuity stage followed by Business Recovery. What is involved in each stage is explained in the diagram above and further considerations that may be required are listed further in this section.

Each month, the REBR Team distributes the LCC Senior Manager **on call cover rota** for major external and significant internal incidents. This 'rota' informs which staff will be on call for that particular month. Any two of the officers listed in **Appendix 3** are 'on call' at any one time. The officer taking the call advising of a serious incident becomes the Incident Response Lead (see section 3.7) and should gather thorough information regarding the incident, for example, ask, what, where, when, who and why (See **Appendix 9** for an Impact Assessment form and considerations when taking the initial call). This should be logged for future reference (further detail below in this section).

**It is crucial that the following points are considered:**

- Confirm the nature and extent of the incident;
- Take control of the situation;

- Contain and manage the incident, and
- Communicate with stakeholders/interested parties
- Start a log immediately.

The Incident Response Lead will decide whether or not to travel to the incident location to assess the situation or call other team members who may be closer to the incident to provide a situational report (and so pass on the Incident Response Lead responsibility either completely or temporarily until they arrive on site). Once on site, and aware of the service area(s) affected, the Incident Response Lead may pass control of the situation to the BCM lead officer (or their deputy) for that area – **see Appendix 2** – who would then replace them as the Incident Response Lead.

The Incident Response becomes Incident Management which is the method for dealing with the immediate physical effects of an actual or threatened disaster, for example, a fire or flood threat. An incident may become disastrous if it:

- Leaves premises unusable for more than a predetermined, acceptable length of time; and/or
- Prevents some or all of a business unit's critical operations being carried out.
- Has a risk of serious injury or death
- Affects one or more of any vulnerable group

Incident Management does not replace the Emergency Services. For example, if there is a threat of fire, or if fire has broken out, the Fire Service must be called and the CIRT must be guided by what the Fire Service permits.

Depending upon the location and type of incident, the CIRT should co-ordinate their response from the REBR Control Room in City Hall (Room 2.06); a room at the Town Hall or from the Data Centre [REDACTED] Hard copies of this plan are held at reception in each of these sites. Should the City Centre be inaccessible, relocation to the Data Centre, or another suitable location, will need to be agreed with the council's REBR Team who will be involved in the city centre recovery. Each site offers appropriate resources to allow the CIRT to initiate effective incident management activities with minimal delay. The REBR Team will have priority for use of the City Hall Control Room in a major citywide incident.

Normally, the member of CIRT responsible for the affected service area will manage the response to the incident (becoming the Incident Management Lead) and take responsibility for ensuring key tasks are identified and actioned. In the absence of the nominated individual for the affected service area, the CIRT Chair (Chief Operating Officer) will appoint a suitable deputy. Decisions taken at the beginning of an incident are crucial. If those decisions are inappropriate, a minor incident can escalate into a major emergency. The Incident Management Lead may be confronted by an extremely complex situation requiring them to make a series of rapid decisions in a short period of time. As soon as possible, a loggist (or, if a large incident affecting several areas, a series of loggists) should be appointed to record actions and decisions taken. The loggist should be someone not involved in the Recovery Team or the incident itself, wherever possible. A manual record should be kept in a specific log book or by using the proforma in **Appendix 10** which is also an appendix in each of the individual critical activity BCPs. An Incident Management Log Book is also available from the REBR Team.

The Incident Management Lead will identify and delegate responsibility for handling tasks in the initial phase which may include those in the list below:

- Site evacuation;
- Building Closure (see also **Appendix 11** for further guidance);
- Alerting the Emergency Services, if appropriate, or establishing contact if the Emergency Services are already on site (it may be appropriate to invite them to share the control room facilities to engender a spirit of co-operation);
- Locate the Strategic Team away from the Control Room (a meeting room close by should be used); establish a means of keeping them informed of decisions made and of the incident management response – suggest at least hourly situation reports; remind the Strategic lead of their ‘check and challenge’ responsibilities;
- Ensure that Strategic Team establish a Communications team and/or the on-call Communications staff are alerted – **see Appendix 5** for further guidance;
- Remind all staff involved with incident recovery that they must not speak to the public or the media and that all enquiries should be referred to the Strategic/Communications Team who will ensure that the City Mayor/Executive/Ward Councillors are briefed and involved as appropriate;
- Mobilisation of safety, first-aid or evacuation assistance teams;
- Locating and accounting for those who were on site or in the immediate vicinity;
- If there are security implications, liaise with the Corporate Security Team;
- Contacting the Team Leaders, or their Deputies, of the recovery teams (Operational) to brief them on the situation and advise whether they should invoke their individual Divisional or Service Area Continuity Plans;
- Contacting the council’s insurers via the Manager, Risk Management/Principal Insurance and Claims Officer;
- Nomination of a Loggist and opening of a ‘log of events’ for the duration of the initial stages of the incident (ideally, the loggist should be someone not involved in the incident itself).

The actions of the Incident Response Team must be co-ordinated to prevent confusion and conflicting decisions. They should maintain contact with each other at all times, with the Incident Management Lead and/or deputy acting as a focus to co-ordinate actions.

The Incident Management Lead should work closely with Premises Managers, Emergency Services, Salvage Engineers and should ensure that everyone in the Incident Management Team, ‘Strategic’ Team and the Recovery Teams:

- Know what their role is in the incident and has had relevant training for the tasks they are expected to carry out;
- Has a clear plan and procedures to follow;
- Know where to access any relevant support and resources needed for them to fulfil their role;
- Is able to action tasks and provide evidence, if required, that the job was completed satisfactorily.

The key support areas within the council that the Incident Management Lead is likely to need support from, for example, Premises; ICT; Logistics; HR – have strategies, plans and contact details available and can be accessed by the CIRT - for further guidance, see **Appendices 12 (Staffing Strategy for BCM), 13 (Working in Disaster Mode) and 14 (Initial Steps to take following a Cyber Incident)**. Remember, the activation of the CBCP can be reversed at any time if the situation does not prove to be a major incident.

If operating from a control room environment with several members of the team in situ, it is important (to ensure tasks are not duplicated and time is not wasted) to have an 'information wall' (or flip chart sheets) that everyone can see that breaks down the information you/the team have relating to the incident into the following categories:-

- Information – being clear what is fact and what is assumption;
- Issues – what are you facing/might happen (situational awareness – what is going on around you);
- Ideas – solutions arising from discussions you may be having as a team or individual;
- Actions – that have been given and to whom.

### **3.9 Business Continuity and Recovery**

As the response to the incident develops, this will move from being an incident management situation into business continuity and then through recovery to business as usual as mentioned in section 3.8 above. Any of these stages can last from a number of minutes to a few/several hours or even days. The recovery phase may last from a number of days to several months and ends when normal operations restart.

The CIRT will continue to direct the continuity and recovery operations. There may be elements of the response that become business continuity and recovery at differing times or can consist of all of the three stages - incident response, business continuity and recovery e.g. the Communications Team may be required to continue to issue updates on the management of the incident and, at the same time, begin to alert staff and service users to changes in service delivery that will be necessary in the days or weeks ahead.

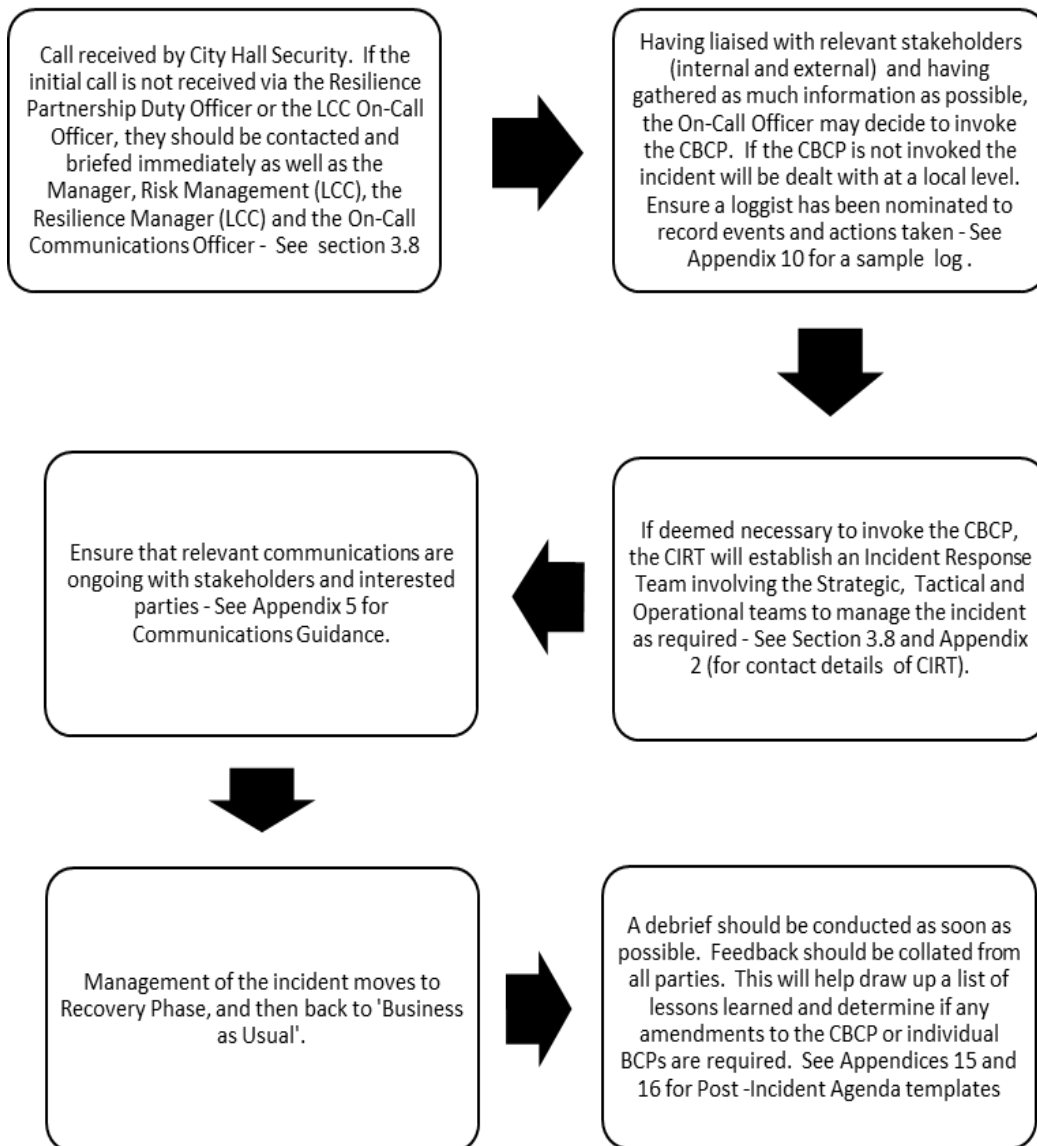
The Incident Management Lead should ensure that recovery staff are briefed to deal with any damage that may have occurred to premises and check that the recovery is proceeding as expected at regular intervals - taking any necessary action to resolve any unforeseen problems that may delay the recovery. Until 'business as usual' resumes, the recovery teams should continue to report to the Incident Management Lead.

It is important that there are regular, continuing City Mayor/member/employee/service user/general public communications and safety briefings all the way through to 'business as usual' being restored. Via the appropriate channels

### **3.10 Lessons Learned**

A key element of a BCM incident (or even near misses/close calls) is a 'de-brief' session to collect feedback from all parties (internal and external) involved in the incident. This should be arranged as soon as practicable, but it is important that this happens fairly soon after the event to ensure that people's recollections are clear. It may be that (in the event that recovery goes on for a considerable time) you will need to have two (or more) de-briefs – one for each phase. At these sessions it is important that all contribute and that a list of lessons learned is drawn up and any amendments necessary to your individual BCPs or these procedures are implemented quickly – one never knows how soon it may be before the next incident! See **Appendices 15 and 16** for examples of Post-Incident Agenda templates which can be tailored to suit your needs.

See below for an overview of a response strategy in the event of an incident.



### **3.11 School Incident Management**

When a school's incident is reported to City Hall, the person taking the call should have triaged the call before contacting the LCC Senior Manager on call. If there are doubts as to whether or not the incident requires the response of the CIRT, it will need the involvement of one of the Education and Children's Services responders listed below.

#### **Education and Children's Services Emergency Responders:**

- 1.
- 2.



**Appendix 17** provides detailed guidance on managing school incidents.

## **4. Appendices**

### **Appendix 1: Business Critical Activities and Critical Support Functions**

Business Critical Activities are those services that need to be up and running within 24/48 hours, and are listed by Division.

**Adult Social Care and Safeguarding**  
**8 services identified**

**Adult Social Care & Commissioning**  
**2 services identified**

**Children's Social Care and Safeguarding**  
**5 services identified**

**City Barrister and Head of Standards**  
**2 services identified**

**Delivery, Communications and Political Governance**  
**2 services identified**

**Estates and Building Services**  
**1 service identified**

**Finance**  
**8 services identified**

**Housing**  
**6 services identified**

**Learning Services**  
**2 services identified**

**Neighbourhood and Environmental Services**  
**2 services identified**

**Planning, Development and Transportation**  
**3 services identified**

### **Business Critical Support Functions**

Business Critical Support Functions are those that, whilst not needing to be recovered within 24 hours of any incident, may be required to support such recovery.

#### **City Barrister and Head of Standards**

**1 service identified**

#### **Finance**

**2 services identified**

#### **Housing**

**1 service identified**

#### **Learning Services**

**1 service identified**

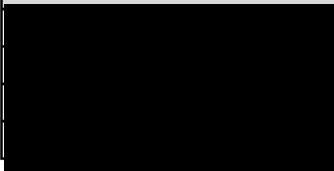
#### **Neighbourhood and Environmental Services**

**1 service identified**





### Appendix 3: Roles of Senior Officers

	Business Continuity Management Briefed	Emergency Management Briefed
<b>Chief Operating Officer</b>		
Andy Keeling*	✓	✓
<b>Divisional Directors / Heads of Service</b>		
Alison Greenhill*	✓	✓
Andrew L. Smith*	✓	✓
Andrew Shilliam*	✓	✓
Carl Skidmore*	✓	✓
Caroline Jackson*	✓	✓
Caroline Tote*	✓	✓
Charlotte McGraw	✓	✓
Chris Burgin*	✓	✓
Clare Ashton	✓	✓
Colin Lewis*	✓	✓
Colin Sharpe*	✓	✓
Craig Picknell	✓	✓
David Thrussell*	✓	✓
Grant Butterworth*	✓	✓
Ivan Browne*	✓	✓
Jackie Difolco*	✓	✓
John Leach*	✓	✓
Julie O'Boyle	✓	✓
Kamal Adatia*	✓	✓
Lee Warner*	✓	✓
Martin Clewlow*	✓	✓
Martin Fletcher	✓	✓
Matt Wallace*	✓	✓
Miranda Cannon*	✓	✓
Ruth Lake*	✓	✓
Sean Atterbury*	✓	✓
Simon Nichols	✓	✓
Sue Welford	✓	✓
Tracie Rees*	✓	✓
<b>Facilitators</b>		
	✓	✓
	✓	✓
	✓	✓
	✓	✓

\* denotes member of the 'on-call' Incident Response Team

## **Appendix 4: Guidance for Content of an Emergency Pack/Grab Box**

One of the most useful actions that you can take to cope with an incident is to have an 'Emergency Pack/Grab Box' prepared in advance. This is a pack of items that will help you implement your plans. Ensure packs are stored safely and securely off site (in another location and items in the pack should be checked regularly, be kept up to date and be working). You may need to lock it away due to the sensitive nature of the content of the box but ensure not only one person has access to where it is locked. Remember that cash or credit cards may be needed for emergency expenditure in the early stages of response to an incident. Dependent upon your service area, items that you may wish to include are:

### **Documents**

- Your BCP – hard copy of your plan to recover your business or service;
- Log book
- List of employees with contact details – include home and mobile numbers and even e-mail addresses. You may also wish to include next-of-kin contact details.
- (Schools) List of pupils and their emergency contact details and medications.
- List of key customer/supplier details.
- Contact details for emergency glaziers, salvage organisations and building contractors.
- Contact details for utility companies.
- Building site plan (this would be helpful in a salvage effort), including location of gas, electric and water shut off points.
- Latest inventory list.
- Risk, Emergency & Business Resilience contact details.
- Any financial and banking information unique to your area i.e. not controlled through Corporate Accountancy teams.

### **Equipment**

- Computer back up tapes/disks/USB memory sticks or flash drives.
- Spare keys and security codes.
- Torch and spare batteries.
- Hazard and cordon tape.
- First Aid kit.
- Message pads and flip chart.
- Marker Pens and laminated blank signs (for Emergency Signage).
- General stationery (pens, paper, clipboards etc).
- Mobile telephone with credit available, plus charger.
- Dust and toxic fume masks.
- Disposable camera (for recording evidence for any insurance claim).
- Whistles and High Visibility jackets.
- Radio (preferably wind-up AM/FM) and two-way radios
- High visibility vests

Ensure you are able to repair or replace any equipment vital to your service delivery at short notice. If you are able to, consider storing spare parts off-site. Many of the above would be provided by the specialist functions within the CIRT but it may be useful for you to have these too, in case you are the first responders or the incident happens during normal working hours, to ensure availability before the CIRT would be mobilised.

**This list is not exhaustive and there may be other documents or equipment that should be included for your area.**

## **Appendix 5: Communications Guidance**

### **1. Introduction**

In the management of any business continuity incident, it is important to be as proactive as possible in determining what needs communicating and how. The communication of adequate and accurate information in a timely way is vital to keep all informed, and prevent unwanted escalation, and inaccurate assumptions and reporting by the press and media, and via social media feeds.

Each incident will be different and require a communications response which is proportionate to the nature and size of the incident. This guidance, therefore, cannot cover all eventualities but seeks to highlight some of the key practical considerations.

During an incident it may not always be possible to communicate through the usual channels so the designated Communications Lead will need to be clear at the earliest stage whether there are barriers preventing access to systems, particularly the Council's email system.

#### **Communication should be considered in all phases of an incident including:**

- In advance of an emerging situation where relevant e.g. emerging flu pandemic
- During an incident
- During the recovery from an incident
- Post Incident – Lessons Learned/Debrief

### **2. Audiences**

#### **Consideration should be given to who to communicate with including:**

- Staff
- City Mayor and Executive
- Elected members
- Schools
- Customers
- Trade Unions
- Suppliers and service partners
- Contractors and others working on site
- Public
- Media
- Regulatory bodies
- Local partners
- Other interested parties

### **3. Roles and responsibilities**

#### **In relation to communication during an incident there are three key roles:**

- **Designated Incident Response Lead** – this will usually be the Gold Team Leader or their nominated deputy. Where there is no Gold Team Leader or deputy, the officer nominated as the Incident Response Lead (see section 3.8 for details) and the Communications Lead will assume final authority for the message content.

**The responsibilities of the Incident Response Lead in relation to communication are to:**

- set out the key facts about the nature of the incident and response as it develops. Details will need to include the nature of the incident, who is affected, what premises are impacted, what initial steps have been taken and what next steps have been planned.
  - identifying the key messages we need to tell people in terms of what has happened and what we need them to do (eg to stay away from the affected area, to avoid coming into the city etc).
  - work with the Communications Lead to identify who to communicate with
  - work with the Communications Lead to identify timelines - how urgently the information needs to go out to the different audiences and how often it needs to be repeated
  - confirm the spokesperson
  - approve the final content and distribution methods of any communications in consultation with the spokesperson
- **Communications Lead** – this will be a nominated member of the Council's Communications Team (one of the three team leaders or their nominated deputy in working hours, or the officer on-call outside of working hours). They will liaise as appropriate with other communication team members e.g. the Digital Media Team. Their responsibilities are:
  - identifying and structuring the communication messages with the Incident Response Lead to confirm what we need to tell people in terms of what has happened and what we need them to do (e.g. to stay away from the affected area, to avoid coming into the city etc)
  - confirming the key audiences
  - work with the Incident Response Lead to confirm how urgently the information needs to go out to the different audiences and how often it needs to be repeated
  - determining appropriate methods of distribution
  - managing the distribution of messages e.g. contact with the media, co-ordination of website and social media activity
- **Spokesperson** – It will normally be expected that the City Mayor (and his Deputy or other members of his Executive Team as appropriate) will act as the spokesperson for the Council and will “front” all external communications activity particularly via the media. The Incident Response Lead will confirm who is to act as spokesperson. The spokesperson will be the only individual authorised to make comment to the media and therefore should have the appropriate training and experience to undertake this role.

In some instances, it may be appropriate for individual teams to manage an element of communications, for example, via social media profiles. If this is the case, it is important to ensure that any information given out locally is co-ordinated with what is done centrally and the designated communications lead should oversee such examples.

No other council officer is permitted to authorise or release information about the incident.

#### **4. Route for providing information**

There is a specific email address for services to use to highlight disruption to any Council service as a result of a business continuity / emergency planning issue. The email address is as follows:

[service-disruption@leicester.gov.uk](mailto:service-disruption@leicester.gov.uk)

Any service which needs to highlight disruption which requires communications support and where there is not already a business continuity/emergency planning response underway should ensure the Communications officer on-call is alerted via phone first and then provide details via this email address. This email address will then be monitored and used by the on-call communications officer during the period of disruption. During office hours services are advised to make a call to a member of the Communications or Digital Media Teams and then follow up via this email address.

Using this email address to provide further and ongoing details avoids overwhelming the Communications Lead with phone calls and leaves them the ability to pull in information systematically and respond.

#### **5. External communications**

The way in which key messages are delivered will depend on the nature of the incident and target audience and also any issues which prevent access to usual communication channels.

**Key channels include but are not limited to:**

- Social media eg Twitter, Facebook
- Council's website - [www.leicester.gov.uk](http://www.leicester.gov.uk)
- Broadcast media – radio, TV etc (likely to include BBC Radio Leicester, Capital Radio, BBC TV East Midlands, Central TV, Sabras, Eava FM)
- Print media (remember print media such as Leicester Mercury can put messages out quickly via their websites and do not need to wait for print)
- E-mail
- Schools' Extranet
- Letters to staff, service users, pupils, suppliers etc
- SMS messaging
- Face to face e.g. via customer services staff
- Public notices in prominent locations
- Notices at sites
- Pamphlets, Instructions

The BBC have a duty to 'inform and warn' and should be a primary channel for basic information – 'Leicester City Council are telling staff to contact.....etc.' BBC Radio Leicester, in particular, can provide a very immediate channel for the public but the majority of press and media can use digital media such as their websites to issue urgent information and alerts.

#### **6. Communication with partners**

There may be a need to consider communication wider than just the Council. It may be that a bigger city-wide emergency has triggered the Council's Business Continuity Plan. In which case there may have also been activation of Resilience Partnership and / or Local Resilience

Forum plans which could include the establishment of a Communications cell. In these circumstances, the council's Communications Lead needs to ensure there is close liaison with the Communications cell or Communications Lead relating for the wider incident. It may be necessary to deploy communications staff to the cell who would be responsible for the Council related communications activity and support in relation to the wider emergency, whilst another officer takes the lead back at the Council to support on the business continuity related communications activity. These officers would need to stay in close contact.

Depending on the nature of the incident it may be necessary to communicate with other partners such as hospitals, other local authorities and utility companies are examples.

## **7. Internal communications**

Channels such as Interface and email provide a way of reaching many staff but in an incident may not be available. Telephone cascades are one of the most common and effective methods to notify teams of issues such as unavailability of premises.

### **All staff and managers should ensure:**

- Managers and Team Leaders can contact their staff out of hours – have current contact list of mobiles/home numbers, ensure staff inform Managers and Leaders of any changes in contact details
- Staff know how to contact their manager out of hours

### **In relation to telephone cascades:**

- Cascades are suitable for teams of up to 40 people maximum;
- Managers should call all their direct reports
- Those direct reports, their managers/supervisors, should call their direct reports
- No one person should, ideally, have to make more than five/six calls
- If a person is unavailable, try again later, and the caller should move on to the next name
- If a key caller is unavailable to make the calls, the preceding manager should make their calls or should appoint a person from the list to do this
- The last person to make calls/receive the call should inform the senior manager that the cascade has been completed.

## 8. Key contacts

Corporate BCM Team	Communications	Emergency Management
<b>Chair/Gold Lead</b> Andy Keeling	Outside of working hours use on-call contact number: [REDACTED]	<b>Resilience Manager</b> [REDACTED]
<b>Gold Deputy</b> Miranda Cannon	In working hours use: [REDACTED] – Media and PR Manager	
<b>Gold Deputy</b> Alison Greenhill		
<b>Corporate BC Plan Lead</b> Sonal Devani		



## **Appendix 6: Leicester City Council's 24/7/365 Services and Numbers**

### **Council Estates and Building Services Helpline –0116 454 2100**

Operates during standard working hours (for LCC properties).

### **Council Tenants Advice and Repairs – 0116 454 1007**

Operates Mon-Fri from 8am to 6pm; Sat - Mon 1pm to 8am

### **Council House Emergency Repairs – 0116 254 9439**

Operates outside of the above times.

These lines will deal with any emergency damage within our council house estate. They will only cover emergency repairs needed until a full repair can take place.

### **Council Environmental Team - 0116 454 1001**

Mon- Fri 8am to 6pm

### **Council Emergency Helpline/General Enquiries – 0116 454 1000**

Mon- Fri 8am to 6pm

This line will deal with any emergency affecting or caused by:

- Highway network/Street lights
- Flooding
- Trees
- Alarms/noise pollution
- Dangerous Building Structures
- Sewer Blockages
- Council Buildings Issues
- Food Incidents and Outbreaks

### **Council Emergency Environment Out of Hours Helpline – 0116 254 4344**

This line will deal with:

- Emergency Road repairs
- Street Lighting
- Flooding
- Fallen Trees
- Dangerous Buildings

### **Council Security Team at City Hall - 0116 373 7770**

- When the Customer Services Centre closes their line diverts here, as does the Environmental team's 454 1001 when they end their duty (early hours of the morning).

### **Children's Social Care and Safeguarding – 0116 454 1004**

### **Education and Schools – 0116 454 1009**

### **Adult Social Care Emergency Team – 0116 454 1004**

Mon-Thurs 8.30am -5.00pm; Fri – 8.30am to 4.30pm

### **Public Health Team – 0344 225 4524**

**Adult Social Care and Health Emergency Out of Hours Team – 0116 255 1606**

**Council Waste Management – 0116 454 1002**

Enquiries regarding recycling, replacement wheelie bins and bulk collections - Mon- Fri – 8.00am to 6.00pm

**Council Parks and Green Spaces – 0116 454 1003**

Enquiries regarding recycling, replacement wheelie bins and bulk collections - Mon- Fri – 8.00am to 6.00pm

**Council ICT Operations Team 0116 454 1066**

**Working Hours**

Monday – Thursday - 8.00am – 5.00pm

Friday - 8.00am – 4.30 pm

**Council City Wardens – 0116 454 3113 or 07989 090 060**

Contact will be directed via Manager.

**Council Public Transport Coordinator – 0116 454 2832**

**Area Traffic Control Room – 0116 299 5656**

**Local Resilience Forum – Duty Officer on Call**

This officer holds wider contact details for the City Council and the Resilience Forum Partners. They can be contacted on (out of hours) [REDACTED] and if no response received then call 07623 908 825 (pager). During normal office hours they may also be contacted on 0116 305 6101. In the unlikely event that there is a complete failure of normal telephonic channels they have a satellite phone – 00 8707 7221 8055.

**Local Emergency Numbers:**

Service	Location	Telephone
Ambulance East Midlands Ambulance Services	Emergencies Emergency Planning Manager	999 07802 270102
Fire Service	Emergencies Local Stations (Fire Control)	999 0116 229 2000
Environment Agency	Pollution Hot Line-Emergencies Floodline	0800 807 060 0345 988 1188
Gas Leak (Transco)		0800 111 999
Health Protection Agency	Local Hospitals	0344 225 4524
NHS 111		111
Primary Care Trust	St Johns House, East St, Leicester	0116 295 4191
Police	Emergencies Main switchboard number (24 hours)	999 101
University Hospitals of Leicester	Leicester Royal Infirmary, Leicester General Hospital and Glenfield Hospital	0300 303 1573

## Appendix 7: Sudden Unexpected Incidents Guide

Has there been a death or serious injury to anyone?

**Yes**

**First 30 minutes**

Call appropriate Emergency Services - if not already in attendance;  
Make sure area is secured;  
Report to Security Team – Local or City Hall;  
Inform Health and Safety Team;  
Inform Head of Service to act as Lead;  
Inform Risk, Emergency and Business Resilience;  
Commence/keep a log of events/telephone calls and key decisions;  
Advise staff involved not to make any statements to Police/HSE until Legal advice has been given;  
Liaise with Insurance Services to help ascertain what Legal help is available;  
Lead Head of Service to inform your Strategic and Divisional Directors;  
Request Director to advise the COO, City Mayor and Ward Councillors;  
Inform Human Resources to enable access to Next of Kin information (if staff member).  
Inform Communications team (Press Desk).

**First 2 hours**

Convene meeting of SMT/relevant council officers if necessary;  
Consider whether there is a need to invoke your Service BCP;  
Issue Press statement – Incident Lead/Comms Team (Press Desk);  
Consider statements via social media – Comms Team  
Inform immediate team of event;  
Advise all staff present to say nothing to press/media and pass all queries to Press Desk;  
Advise Unions – if appropriate;  
Prepare detailed briefing for City Mayor and Members;  
Inform AMICA – the council's counselling service.

**First 24 hours**

Update Press statement – Incident Lead/Comms Team (Press Desk);  
Witnesses/Colleagues – Provide counselling contact details (AMICA);  
Consider flowers/letter of sympathy (if serious injury or fatality);  
Health and Safety Team to commence collation of documentation.

**Following Week(s)**

Update Members/Strategic Director/COO/City Mayor/Ward Councillors/Press;  
Inform Human Resources – (regards salaries/stop correspondence to deceased in cases of fatality);  
Attendance at funeral/inquest – if fatality;  
ICT – Removal of photos from websites/Outlook – if fatality or return to work unlikely;  
Sympathetic removal and return of personal belongings – if fatality or return to work unlikely.

**No**

Inform Head of Service to act as Lead;  
Inform Risk, Emergency & Business Resilience;  
Commence/keep a log of events/telephone calls and key decisions;  
Lead Head of Service to inform Strategic and Divisional Directors;  
Request Director to advise the COO, City Mayor and Ward Councillors;  
If property damage, inform Estates & Building Services  
If incident relates to ICT, inform Head of ICT.  
Inform Communications team (Press Desk).  
Consider if Health and Safety need to be informed and/or an SO2 done

Convene meeting of SMT/relevant council officers if necessary;  
Consider whether there is a need to invoke your Service BCP;  
Issue Press statement – Incident Lead/Comms Team (Press Desk);  
Consider statements via social media – Comms Team  
Inform immediate team of event;  
Prepare Detailed Briefing for City Mayor and Members.

Update Press statement – Incident Lead/Comms Team (Press Desk)

Update Members/Strategic Director/COO/City Mayor/Ward Councillors/Press;

FOIA DISCLOSURE

### **Sudden Unexpected Incidents Guide**

This guide will relate to significant unexpected incidents within the service such as fatal or serious injuries, major property damage, major financial loss or breaches of the Law. This does not supersede any tactical procedures you may have within your service, but is intended to complement them. This should be used in conjunction with, and not instead of, your BCPs, if appropriate. The list has been compiled to cover all eventualities; hence some of the actions will only be needed if the Lead Officer deems them to be appropriate.

### **Useful Contact Numbers**

Strategic Director – **NAME – Work – Mobile – (TO BE COMPLETED BY AREA BEFORE ISSUE TO MANAGERS)**

Educational Divisional Director – **NAME – Work - Mobile – (TO BE COMPLETED BY AREA BEFORE ISSUE TO MANAGERS)**

Head of Service – **NAME – Work – Mobile – (TO BE COMPLETED BY AREA BEFORE ISSUE TO MANAGERS)**

Headteacher/Depuy Head/ Principal/Chair of Governors - **NAME – Work – Mobile**

BRO/Premises Officer/Facilities Management - **NAME – Work – Mobile**

Chief Operating Officer – Andy Keeling – 0116 454 0101 (office hours); [REDACTED] (out of hours)

City Mayor – Sir Peter Soulsby – 0116 454 0001

City Hall Security - 0116 373 7770

Insurance Team – [REDACTED] 0116 454 1620 (office hours), [REDACTED] (mobile)

Health and Safety Team – 0116 454 4307/4311/4315

Risk Management – [REDACTED] [REDACTED] (mobile)

Business Continuity Guidance/Support – [REDACTED] [REDACTED] (mobile)

Emergency Management (LCC) – 0116 373 6613 or 0116 454 3621/0116 454 3622

Emergency Management – Duty Officer – (out of hours) [REDACTED] ) if no response then call 07623 908 825 (pager)

Communications Team – Press Desk – 0116 454 4151/4155/4158/4161 (office hours); [REDACTED] Miranda Cannon – out of hours);

Customer Services – 0116 454 1000

Human Resources – 0116 454 4301/4333/4362

Payroll – 0116 454 4441

AMICA – 0116 254 4388 (365 days a year, 8.30am to 8.30 pm)

Estates & Building Services helpdesk – 0116 454 2100

## Appendix 8: City Hall Analogue Telephones

### Communications – City Hall Analogue Telephones – Numbers and Locations

Floor	Room	Telephone Number (all are prefixed External 0116 454 and Internal 37)	Notes
Ground			
Second			
Third			
Fourth			

## Appendix 9: Impact Assessment Form

### Incident Management Phase (First 24 hours)

#### Purpose:

- Protect the safety and welfare of staff, visitors and the public
- Protect vital assets e.g. equipment, data, reputation
- Ensure urgent and necessary communication takes place
- Support the Business Continuity phase
- Support the Recovery and Resumption phase

	REQUIREMENT	ACTION	ACTION DONE?	BY WHO?
1.	Make a <i>quick</i> initial assessment: <ul style="list-style-type: none"> <li>▪ Survey the scene/situation</li> <li>▪ Assess the impact on staff and public (schools if relevant)</li> <li>▪ Assess (i.e. scale/severity, duration &amp; impact)</li> <li>▪ Disseminate information (to others)</li> <li>▪ Call the Emergency Services if needed</li> <li>▪ Evacuate the school / building if necessary</li> </ul>	Gather and share information to facilitate decision-making and enhance the response.	<input type="checkbox"/>	
2.	Ensure a log of key decisions and actions is started and maintained throughout the incident	See Appendix 10 for template of Decision/Action log or use a log book	<input type="checkbox"/>	
3.	Where appropriate, record names and details of any staff, public (or pupils if relevant) that may have been injured or affected by the incident as part of your incident record keeping.	This information should be held securely as it may be required by Emergency Services or other agencies during or following the incident.	<input type="checkbox"/>	
4.	Log details of all items lost by staff/public/pupils/visitors etc as a result of the incident, if appropriate	See Appendix 10 for template of Decision/Action log or use a log book	<input type="checkbox"/>	
5.	Assess the key priorities for the remainder of the working day and take relevant action	Consider actions to ensure the health, safety and well-being of pupils, staff and public and the wider community at all times. Consider your business continuity strategies, i.e. alternative ways of working, re-location to your recovery site etc to ensure the impact of the disruption is minimised.  Consider the council's legal duty to provide services.	<input type="checkbox"/>	
6.	Log all expenditure incurred as a result of the incident and seek advice/inform LCC Insurance Team	Record all costs incurred as a result of responding to the incident.	<input type="checkbox"/>	
7.	Consider your communications strategy to ensure staff, public and pupils are kept informed about what is required of them. If the incident is taking place outside of	All staff member's emergency contact details should be held securely electronically as well as in a hard copy as part of your plan.	<input type="checkbox"/>	

	REQUIREMENT	ACTION	ACTION DONE?	BY WHO?
	normal working hours, staff may need to be contacted to advise of any alterations to normal working arrangements for the next day.			
8.	Ensure recording processes are in place for staff/public/pupils leaving the site	Ensure the safety of staff, public and pupils before they leave the site and identify suitable risk control measures as required.	<input type="checkbox"/>	



1. When called obtain as much information as possible: What, why, when, how, where & who (if woken from deep sleep nothing wrong to ask for call back in 5 minutes while you wake up properly). Remember inaccurate information can inadvertently be passed on so avoid jumping to conclusions from unverified sources.
2. What organisations and council services are already deployed and consider what others are needed.
3. Consider the area around the incident site not just the site itself. Do we have any other council buildings in the vicinity (offices, community centres, council housing including high rise flats). If so, is access affected or can they be utilised in the council response? If the area is not familiar to you access LCC "Web Mapping System" which includes ward boundaries, streets, LCC housing etc
4. Record details of person contacting you including their direct phone number and their reference / incident number
5. Start a written log, use Local Resilience Partnership log book if to hand otherwise record on any paper - sign and record the time and date then attach to such a log book when possible and continue recording using the latter
6. Formulate and record an initial working strategy based upon the council's role and responsibilities in ensuring safety of those involved (staff, public, visitors and protection of assets) and the support required for example, support to the emergency services by providing specialist resources like Highways, Building Control, Housing, Health & Safety, Property etc.
7. Ensure the REBR team are contacted if not already engaged in the response
8. Determine tasks undertaken and recommendations made and then direct with priority actions accordingly (record in log including options and rationale)
9. Consider the "vulnerable peoples" dimension including identifying them (a list can be secured by Adult Services using Liquid Logic in about 20 minutes) and mobilising suitable support services Adults / Children's Services and Health
10. Consider whether the BCP requires invoking or elements of it. To help decide, consider whether this is a multi-service business continuity incident likely to affect a number of critical services (if so trigger the LCC CBCP) or a single / low level business continuity incident (if so contact relevant director / head of service). This plan is on Resilience Direct. Consider which council services are required to respond. **Key contacts are found at Appendix 6 of the CBCP.**
11. Consider whether LCC staff member seriously injured or killed (if so refer to Sudden Unexpected Incident Guide – see Appendix 7 of the CBCP)
12. Consider any insurance implications, particularly where LCC buildings/service(s) is/are affected/or is the source of the incident, for example a fire at any one of LCC buildings and inform LCC Insurance Services.



13. Consider contacting the on-call LCC Communications & Marketing Officer
14. Consider contacting the deputy on-call LCC senior officer to support you
15. Consider establishment of City Hall Control Room
16. Consider informing Chief Operating Officer & City Mayor
17. Consider your location. May be better not to drive to another location too quickly as you will be out of communication during the journey and may get bogged down with operational matters if you arrive too quickly
18. On deployment, you may be away for a considerable period so ensure you are feeling properly prepared and equipped (take a shower and dress appropriately, mobile phone and charger, laptop computer and charger, log book)
19. If you attend the incident scene, make yourself known to other organisations' commanders and request lead council officer tabard from Leicestershire Fire & Rescue Service Command Vehicle
20. If the council establishes an emergency centre (Rest Centre) then ensure the building identified is the best option available, the EC Manager is of an appropriate level in the council taking into account size, location, facilities, duration and nature of the centre and incident. Also endeavour to support the latter by ensuring Resilience Partnership Duty Officer has mobilised sufficient volunteers, specialist council services and voluntary organisation support
21. As and when the incident or your part in it ends ensure debriefs take place and staff welfare is covered and information covering the key issues are circulated to those who need to know.

## Appendix 10: Log of Team Decisions, Actions and Other Events

A log of events is to be maintained by the **BUSINESS UNIT RECOVERY TEAM LEADER**

<b>Business Unit</b> _____		
<b>INCIDENT LOG</b>		<b>Date:</b>
<b>Time</b>	<b>Record Assessment / Decision / Action / Outcome</b>	<b>Loggist Initials</b>

## **Appendix 11: Building Closure – General Guidance**

**This procedure is to be read in conjunction with the published LCC Fire and Counter Terrorism Procedure.**

### **Emergency Plan – In the event of confirmed Fire**

#### **Immediately**

- Invoke evacuation plan for the building, and/or prevent staff and public from entering.
- Call appropriate emergency services (999) to confirm activation of the Fire Alarm and provide the details of the building and its location.
- Inform Estates & Building Services Helpdesk **0116 454 2100**
- **Email:helpdesk-buildingmaintenance@leicester.gov.uk**  
**Estates and Building Services will dispatch a member of staff to site to assist emergency services with the management of the incident. Risk Management will be informed at this point.**
- Inform your Head of Service and, if appropriate, Divisional Director.
- Ensure that staff remain at the muster point until further instruction.

**The Incident Commander (Emergency Services) will have full control of the situation and will advise LCC's lead officer if the building is safe for re-entry. Should a closure of the build be necessary:-**

### **Emergency Plan – In the event of confirmed Terrorism Threat.**

In the event of a bomb threat **do not** sound the fire alarm. Follow the local Counter Terrorism plan.

- Inform the Senior Manager on site who will responsible for incident control
- The incident controller should:-
- Invoke local Counter Terrorism plan
- Inform Emergency Services (999)
- Inform Estates and Building Services Helpdesk

### **Should the building be closed as a result of either of the above:-**

#### **As soon as possible**

- Relocate critical staff, and send non-critical staff home. If you need breathing space to organise it, send them to a muster point in the meantime.
- Contact ICT to get telephones re-routed if necessary.
- Let other council colleagues know about any temporary arrangements - Interface, email broadcast, officers and/or notices at site, Switchboard, social media.

- If a public facing service is involved, let service users know about temporary arrangements - Customer Services, Switchboard, [www.Leicester.gov.uk](http://www.Leicester.gov.uk), social media, officers and/or notices at site.

#### **As situation develops**

- Keep in touch with Estate and Building Services representative who will update you as the situation develops
- Update council colleagues and public.

#### **Remember**

- **Ask for help** if you need it – via your business continuity lead, your line management or from a member of the CIRT if that is not possible – and ask early rather than waiting for an incident to become more serious.
- **Note** what happens and when, and the actions you take.
- **Contact** the council's press office if there is media involvement.

#### **CONTACT NUMBERS**

Estates and Building Services Helpdesk	0116 454 2100
Security	0116 373 7770 (24hr number)
Manager, Risk Management	0116 454 1635 (office)
Insurance Team	0116 454 1620
Health & Safety Team	0116 454 4307
Press Office	0116 454 4151
ICT	0116 454 1066
Switchboard	0116 254 9922 (external), 29 6030 (internal)

#### **External**

National Grid	0845 605 6677 (public) 0192 665 4234 (Wendy Arrowsmith)
Western Power	105 (Emergency/Power Cut line for Public) or 0800 6783 105

Severn Trent Water	0845 602 0669
Portakabin	0116 251 0008
Red Cross	0300 023 0700

## **Appendix 12: Staffing Strategy for Business Continuity Management**

This section outlines guidance for recovery teams and managers on the arrangements for the reassignment of staff following a disaster situation affecting the council.

### **BUSINESS CRITICAL SERVICES – REASSIGNMENT OF STAFF**

Reassignment and relocation are generally provided for in employees' contracts.

In the exceptional circumstances of a BCM incident employees not involved in business-critical activities may be asked to carry out duties outside the scope of their substantive job description/contract, and/or at a different location, to support specialist staff to deliver critical services. The underlying principle is that, if someone has an acceptable level of competence to carry out the basic task, it is reasonable to expect them to do so in these circumstances. Reassigned staff will be expected to act as non-specialist support staff only.

Managers should consult the individuals concerned as soon as the need for temporary reassignment becomes likely.

Those who agree to carry out different duties must be provided with adequate, basic training/information to enable them to do so safely and effectively. For example, basic manual handling training should be provided where relevant.

Where an employee does not meet the basic requirements of a role (e.g. checks, qualifications) the situation must be subject to a risk assessment by a senior manager. Those diverted to work with vulnerable people must be supervised at all times. Those without a DBS check must be replaced within seven days of the incident at the latest.

In the event that mistakes are made by reassigned employees, managers should take into account their lack of experience and act reasonably in the circumstances.

If the work an employee is reassigned to is at a higher grade the normal arrangements for payment of an honorarium apply.

If an employee incurs additional costs (e.g. additional travel expense) these should be claimed via the normal arrangements.

### **FIRST AIDERS**

If appropriate, fully qualified first aiders will be identified and assigned as required.

### **EMPLOYEES NOT RE-ASSIGNED**

Employees who are not business critical and not re-assigned may be required to work at a different location, including home, or to stay at home. It is the joint responsibility of the manager and employee to communicate over the arrangements for their return to normal working.

## Appendix 13: Working in Disaster Mode

Situations that trigger BCPs are, by their nature, unusual events. Some staff will have specific responsibilities for managing an incident but, for many, it will be a case of doing their ordinary job but in extraordinary circumstances.

### Some general advice and tips

- Team working is more essential than ever - it is not a time for the individual to work in silo.
- Decisions made in good faith at a stressful time should be respected;
- Communication may come through different routes;
- Staff may be working from different locations;
- There may be different people working in the team, e.g. staff from other areas or former employees/retirees helping out;
- Team members could be temporarily reassigned to non-specialist roles in critical services, especially if the team is a designated 'buddy team' for a critical service;
- There may be a need to cover work usually carried out by another team member;
- Circumstances, facilities and location may be less than ideal;
- A degree of self-sufficiency may be necessary, at least in the initial stages, e.g. ICT and Property will first look to assist the most critical services;
- Designated critical services should ask for help if needed, via the business continuity contact or line manager. They should ask early rather than waiting for the situation to become more serious.

### Pre-Incident Checklist

Carrying out these tasks may reduce the likelihood of anything going wrong, but if it does you will be better prepared to respond.

- Keep up inspection regimes;
- Create and update a BCP and train and practice with your incident response team;
- Establish protocols and assign clear roles and responsibilities;
- Stress test the plan across a variety of credible scenarios;
- Focus the plan on sensitive sites and priority objectives;
- Educate and build awareness of the plan within your team;
- Keep copies of the plan in safe but accessible places – e.g. encrypted memory stick.

### Handling the incident

#### Management roles

The CBCP includes teams responsible for co-ordinating the recovery of critical services within their functional area – Recovery Teams – and for overall management of the incident – CIRT. The following paragraphs are primarily for the CIRT and individual Recovery Team leaders, but much is good practice for any service affected:

- Set your BCP into action with a clear command structure;
- Advise the Risk Management or Insurance teams so that insurers may be notified;
- A pragmatic approach to problem-solving and rapid decision-making will be required;
- It is vital to keep the CIRT informed of what is happening so that the response can be co-ordinated effectively, according to the priorities of the whole council not just of certain areas;
- The CIRT should ensure they are in a position to take the tactical and strategic decisions necessary to implement suitable actions, and that its members are empowered to act to restore operations in a timely manner;
- The most senior management will still be in a pivotal role – taking on board information from a group of senior direct reports, but potentially different individuals to usual and deciding and taking action on it accordingly;

- Other levels of management may be given additional responsibilities and must be prepared to exercise them.

On a general note, incident management capability develops through the business continuity planning process; participation in briefings and exercises; and experience of live disasters.

### **Communications - key to success (Appendix 5 above)**

- Keep it clear and simple;
- Manage communications channels to partners, suppliers, staff and key stakeholders. Make sure all those who need to know are advised of changes in the situation. There is no need to update everybody all the time;
- Disseminate information in a structured way. Where you have to contact people outside usual reporting lines, notify those within the chain asap;
- Information to the press and external bodies must be channelled through one person, as agreed or nominated by the CIRT Strategic/Communication team. This will normally be the City Mayor or his Deputy; and,
- Where there is a city-wide emergency, the CIRT should ensure a conduit for communications with other responders (999 services and other LRF partners) is maintained.

### **Team Working**

- Decide key aims and communicate/display them clearly. Create a similar display of issues to avoid as they evolve;
- Designate key roles:
  - Leadership is crucial – the leader can set the tone for the whole response, and decisions are final, taking all opinion into account;
  - Team Assistant – convenes meetings, coordinates information distribution, contacts other teams, arranges domestic matters;
  - Loggist – ensures decisions, actions, communications in and out are recorded;
- Write out and display every strand of work. Identify an individual responsible for managing each one. Add items as the situation evolves;
- Record expenditure as directed below. Usually a special budget code will be set up to capture costs related to the incident;
- Record all actions, directions, instructions, and messages in the log.

### **Financial matters**

The CIRT and individual recovery teams must take appropriate action to restore operations in a cost conscious way. The CIRT will:

- Set capital and revenue financial expenditure limits at the outset and notify them to Recovery Teams;
- Set procurement criteria for all acquisitions and coordinate contractual engagement proposals with the Procurement Team (either within the Division or centrally or both);
- Agree with the Director of Finance exactly how expenditure will be recorded;
- Specify any delegated authority given to individuals or teams, and notify teams of these special arrangements.

## **Appendix 14: Initial Steps to take following a Cyber Incident**

The following describes the first steps in responding to the most common types of cyber incidents. In all cases it is important that the device (be it a desktop, laptop tablet or smartphone) is powered down/switched off and disconnected from the network as quickly as possible. Gather as much of the following information as you can, as quickly as you can as this will be needed by the IT team.

### **Malware/Ransomware**

Establish who is affected – establish another means of communication (if the affected user has Lync on the affected device).

#### **Isolate Device**

Remove network connectivity from device

- Remove network cable (PC)
- Remove network cable (laptop/tablet)
- Power down Wi-Fi (laptop/tablet)
- Power down/disconnect any 3G/Wireless dongles (laptop/tablet)

#### **Establish contact with user**

Capture user information and details:

- Users Full Name:
- Device ID:
- Contact Telephone Number:
- Their location:
- The name of the detected malware as reported by the in-built Anti-Malware Product:

#### **Entry Point Information – what was the user doing at the time of the alert?**

Internet

- Website visited when infection occurred:
- Was anything downloaded?
- Any messages or prompts?
- And if so, how did the user respond?

Email

- Email address that the infected mail was sent to:
- Was there an attachment?
- If yes, attachment name, file type:
- Did the user open the attachment?
- Did the user click on a link?
- Any messages or prompts?
- And if so, how did they respond?

Memory Stick/Portable Media

- Is the Memory Stick an LCC issued and encrypted device?
- Name of file opened?
- Any messages or prompts?
- And if so, how did they respond?



Unknown

- What was the user doing when their system/device became infected?
- Any messages or prompts?
- And if so, how did they respond?

### **Denial of Service/Disruption to Systems Access**

What systems are not accessible?

- Web portal
- Application

When did this happen?

How long has this been happening?

Is this affecting other users?

Which sites are the users that are affected working from?

### **Capture user information and details:**

- Users Full Name:
- Device ID:
- Contact Telephone Number:
- Their location:

### **Website defacement/Unauthorised changes to LCC Website**

When was this noticed?

Which pages are defaced/changed?

Has anyone else checked other pages?

Who owns the pages – page administrator/department they work in?

Are the pages LCC owned or external?

### **Capture user information and details:**

- Users Full Name:
- Device ID:
- Contact Telephone Number:
- Their location:

Once the above information has been gathered and passed to IT, notify Action Fraud. If the cyber attack is still 'live' (in progress), please call 0300 123 2040 immediately. This service is available 24 hours a day, 7 days a week. There is also an online fraud reporting tool found on their website at [www.actionfraud.police.uk/report\\_fraud](http://www.actionfraud.police.uk/report_fraud). This is a national Police initiative that is supported by the Leicestershire Police Cyber Crime Unit. They will issue you a 'Case Number' which you should make a note of and the local Cyber Crime Unit will call you back as soon as possible.

## **Appendix 15: Sample First Post-Loss Meeting Agenda**

**Please note that not all items below may be appropriate/required**

1. Take list of attendees
2. Recording of actions/ decisions – (see also Actions/ Decisions log Appendix 9)
3. Roles & responsibilities of all parties involved in the project/loss management team – in house team, loss adjusters, surveyors, engineers, disaster recovery experts
4. Health & Safety – who is leading/ultimately responsible for all parties potentially on site?
5. Appointment of overall project manager
6. Internal Communications – method, distribution, frequency of meetings
7. External Communications – who, method, frequency of updates, audience
8. Present position on site – access, control of site, security, safe access, accompanied inspections, health & safety (reinforce)
9. Measures completed to date – securing building, debris removal, removal of contents, decontamination
10. Requirement for alternative premises – identify suitable availability from existing. Source externally? If yes, who is locating/identifying possible alternatives?
11. Next steps – immediate and medium term
12. Obstacles – discuss and agree way forward
13. Impact on services – immediate and medium term. Quantifiable? Focus on those resulting in most hardship and/or greatest financial loss
14. Critical path – immediate and medium term
15. High Level programme – be ambitious but realistic
16. Procurement & funding – insurer and internal funding. Accounting process. Insurance claim coding and ledger
17. AOB
18. Date of next meeting & venue

## **Appendix 16: Sample Post-Incident Management Review**

After an incident, creating “Lessons Learned” is an effective way to improve emergency response planning and procedures. By conducting a post incident critique with all those involved, management can evaluate the effectiveness of the response and identify areas that need improvement. The following subjects and discussion points could be used as guidelines for conducting a post-incident management review:

### **1. Detection**

- Was the incident detected promptly?
- How was it detected and by whom?
- Could it have been detected earlier? How?

### **2. Notification**

- Were proper procedures followed in notifying management?
- Was management notified promptly? If not, why not?
- Were contact numbers up to date?

### **3. Assessment/Evaluation**

- Was the magnitude of the problem assessed correctly at the start?
- What means were used for this assessment?
- Are any guides or aids needed to assist incident evaluation?

### **4. Incident Response and Effectiveness**

- What steps were taken to respond to the incident?
- Was response timely or could the response time be improved? How?
- What resources were used to respond to the incident? Were these adequate?
- Was the response effective?

### **5. Response Strategy**

- Was the CBCP used for reference?
- Was it flexible enough to cope with unexpected events?
- Was the plan clear enough to follow during the course of the incident? Does it need improving?
- Did the response strategy evolve and change during the course of the incident and how were these changes implemented?

### **6. Command Structure**

- Who was initially in charge of responding to the incident?
- What sort of command structure was initially set up? Did this change with time?
- Would any other changes have been useful?
- Was there adequate monitoring of the incident?
- Were communications adequate?

### **7. Government Relations**

- Did other government agencies need to be involved? What were their roles and effects on the incident?
- Was there a single focal point amongst the government agencies for contact?
- Were government agencies adequately informed at all stages?
- Are any changes needed in the procedure to manage government relations?

## **8. Public Relations**

- How were relations with the media and the public handled?
- Were any problems encountered? How could these be better managed?

## **9. Stakeholders**

- How were relations with various stakeholders handled?
- Were any problems encountered? How could these be better managed?

## Appendix 17: Guide to Managing an Incident in a School

The checklist given below identifies key actions the school should have taken in advance of any incident:

1. Checked that the manager/school have an up to date 'School Business Continuity & Major Incident Management Plan' in place to deal with major incidents and those who are responsible for taking actions are aware.
2. Advised all relevant personnel (i.e. Visit Leaders and other visit personnel) to ensure they are aware of the incident. All relevant personnel should have had Incident reporting protocols issued to them with 'incident response cards which they should carry with them.
3. All trip information including schedule, risk assessments, first aid certificates etc. should have been uploaded onto EVOLVE and approved by the head teacher/principal and local authority.

When a school's incident is reported to City Hall, the person taking the call should have triaged the call before contacting you as the LCC Senior Manager on call. If you have any doubt as to whether or not the incident really does require the response of the CIRT, you may need to contact one of the Education and Children's Services responders listed below.

### **Education and Children's Services Emergency Responders:**



The following information should be collated/obtained when receiving the initial call:

- Name of school/establishment involved in incident
- Date of incident
- Time of incident
- The name of the person reporting the incident and their contact details
- Nature of incident – fire/flood/road traffic accident/bomb threat etc.
- Details of injuries – walking wounded/ immobile
- Names of those involved – are all school staff/pupils accounted for/missing
- What action has been taken so far?

If it is an incident that does need managing by the CIRT, you should start by contacting the school and using the information received regarding the incident, discuss/advise what course of action to implement, drawing upon the CIRT and school resources as necessary. Often the school will simply need reassurance that they have chosen the correct course of action.

As Incident Management Lead, you will have access to the CBCP which gives a step by step guide to dealing with an incident. With a school incident, you should work closely with the Head Teacher/Principal ensuring that you/they involve and communicate with the Premises Manager, Emergency Services, Salvage Engineers and try to ensure that everyone in the Schools Incident Management Team and their individual recovery teams:

- Know what their job is in the incident and has had relevant training for the tasks they are expected to carry out;
- Has a clear plan and procedures to follow;
- Know where to access any relevant support and resources needed for them to fulfil their role;
- Is able to do the job properly and provide evidence, if required, that the job was completed satisfactorily.

The following appendices give you an idea of the types of guidance the school may have issued to their staff in advance of any incident as part of their own internal business continuity planning:

- Appendix A: Guidance for group leaders on activities out of school in the UK
- Appendix B: Guidance for group leaders on activities out of school outside of the UK
- Appendix C: Guidance for managing an incident in the school setting
- Appendix D: Dealing with the media

## **APPENDIX A: Guidance for group leaders on activities out of school in the UK**

Obtain facts and information - record all actions – if not immediately, as soon as possible after the events.

- Call emergency services as necessary using 999 systems -
  - Police
  - Ambulance
  - Fire
  - Coastguard Mountain Rescue
- Administer first aid where possible - Be aware of blood contact
- Call other assistance as necessary (Staff, passers-by, First Aid, Doctor)
- Identify and keep a record of witnesses

Establish who is in charge - account for all members of your party,

- If party is all together, arrange for non-casualties to return to base and await further information.
- If party is in separate groups inform other groups where possible.
- Ensure non-casualties stay together.

Establish contact point, if possible, one member of staff to remain at incident site to liaise with emergency services.

- Travel with casualties to hospital
- Inform school/senior member of staff on call
- Inform council's On-Call Duty Officer on 0116 373 7770
- Names of those involved
- Nature, date, time location of incident
- Details of injuries as known
- Action taken so far
- Contact Point

Request assistance on site as necessary (e.g. Back-up staff if leaders are involved, for student/pupil/service user support – others skills as required)

- Consider transport arrangements - need to hire additional vehicles/drivers
- Consider abandonment of the activity.
- Arrange for non-casualties to return to school/setting, hotel, hostel, etc.
- Notify Health & Safety Executive as appropriate by phone (01604 738 300)
- Complete accident and incident forms/obtain witness statements
- Do not discuss legal liability
- Prepare to deal with the media (media may learn of the incident very quickly)
- Decide who is to speak to the media – Remember the council's on-call duty officer has an on-call contact with the council's Communications team. Beware of rumour try to dispel it

## **APPENDIX B: Guidance for group leaders on activities out of school outside the UK**

Pupils/service user should not speak to the media unless arranged by staff/parents and written permission given by parents/guardian.

Obtain facts and information - record all actions – if not immediately, as soon as possible after the event.

- Call emergency services as necessary using local numbers – numbers should be known in advance
- Administer first aid where possible - Be aware of blood contact
- Call other assistance as necessary (Staff, passers-by, First Aid, Doctor, translator)
- Identify and keep a record of witnesses.

Establish who is in charge –

- If party is all together, arrange for non-casualties to return to base and await further information.
- If party is in separate groups inform other groups where possible.
- Ensure non-casualties stay together.
- Establish contact point, if possible, one member of staff to remain at incident site to liaise with emergency services.
- Travel with casualties to hospital; take translator, medical history, consent and insurance forms E111 if in EEC.
- Keep others informed of the situation
- Inform school/senior member of staff on call/ Inform council's On-Call Duty Officer on 0116 373 7770

Names of those involved

- Nature, date, time location of incident
- Details of injuries as known
- Action taken so far
- Give Contact Point
- Request assistance on site as necessary (back up staff if leaders are involved, for student/ pupil/service user support – other skills as required)
- Consider abandonment of the activity
- Arrange for non-casualties to return to base
- Consider transport arrangements including parents to party, party to return – need to hire additional vehicles/drivers
- Notify Health & Safety Executive as appropriate by phone (0044 604 738 300)
- Complete accident and incident forms/obtain witness statements
- Do not discuss legal liability
- Prepare to deal with the media, preferably via the council's Communications team through the on-call duty officer (media may learn of the incident very quickly)



## **APPENDIX C: Guidance for managing an incident in school setting**

Remain calm and ensure that you do not put yourself or other at risk.

- Obtain facts and information
- Call Emergency Services as necessary using 999 system
- Administer first aid where possible. Be aware of blood contact
- Consider evacuation of school/setting – by fire alarm/by word of mouth
- Account for all pupils, service users staff and visitors – If anyone missing inform Emergency Services
- Inform council on-call Duty Officer by contacting 0116 373 7770
- Inform rest of school/setting of incident as appropriate – instruct as necessary
- Keep record of witnesses
- Call meeting to discuss planning - form emergency team
- Allocate tasks (Consider experience)
- Consider relocation to other premises
- Consider closing school/setting (Sending home – Public announcements)
- Switchboard staff to be fully briefed on known facts and instructed on what information can be released or to whom they should refer calls to
- Update information regularly/briefing meetings – review, re-assess actions
- Notify Health & Safety Executive as appropriate by phone (01604 738 300)
- Complete accident forms as necessary
- Consider police requests for incident room
- Prepare to deal with the media (they may know before you) preferably through the council's Communications team (part of the council's On Call Incident Response Team)
- If incident in holidays etc. Consider briefing school/setting at earliest opportunity

## **APPENDIX D: Dealing with the media**

**Record all actions, if not immediately, as soon as possible after the event.**

Remember, unless you were directly involved in the incident, the media may find out about it before you do.

You need to be prepared and someone in the out of school/setting group or, at the school/setting, ideally should have received some training in dealing with the media. Governing Bodies should nominate one person to deal with the media before an incident arises. Individual governors must understand that this is the agreed policy. Remember, there will be great pressure from the media to talk to those directly involved.

The council's on-call duty officer will determine if communications support is needed. If you need help or advice in dealing with the media it may be possible for this to be provided. **(Have a clear pre-arrangement)**

Switchboard staff need to be fully briefed on known facts and made aware of what information can be released to callers.

### **Advice for spokespersons:**

- Stick to the facts – do not give any fact unless you are certain it is correct.
- Do not speculate – your interpretation and understanding can and probably will be exaggerated or quoted as fact.
- Do not reveal unauthorised information – but do tell the media that is why you cannot divulge such detail.
- Never say “no comment” – it can be taken as a negative answer which could be inaccurate and lead to later difficulties.
- Do not be afraid to say “I don’t know” – try to find the answer for a later response.
- Try to arrange a press conference or interviews – state time and place.

### **Advice for staff dealing with the media:**

- Know where the media liaison point or media centre is if one has been set up.
- Do not unnecessarily hinder or obstruct media personnel.
- Do remember your attitude to the media will reflect upon your school/setting and/or LCC. Inform the press officer/spokesperson of:
  - Any development which may assist them
  - Any media representative you suspect of acting inappropriately
- Do not allow yourself to be distracted from the main task – explain if you have to why you are too busy to help.

**Remember: ad hoc, ill-informed and casual statements will be unhelpful and may prejudice a later claim for negligence. All official statements to the press should be made after liaison with other relevant persons involved to avoid misrepresentation.**

## 5: Glossary of Terms and Further Information

**Business Continuity Management (BCM)** – A *management* process that helps manage the risks to the smooth running of an organisation or delivery of a service, ensuring that it can operate to the extent required in the event of a disruption.

**Business Continuity Management Lifecycle** – A series of business continuity activities which collectively covers all aspects and phases of a Business Continuity Management programme.

**Business Continuity Plan (BCP)** – A documented set of procedures and information intended to deliver continuity of critical activities in the event of a disruption.

**Business Continuity Management Standard (ISO22301)** – An International code of practice that establishes the process, principles and terminology of Business Continuity Management.

**Civil Contingencies Act 2004** – The Civil Contingencies Act 2004 establishes a single framework for civil protection at the local level, establishing a clear set of roles and responsibilities for local responders.

**Critical Activity** – An activity the continuity of which an organisation needs to ensure in order to meet its business objectives.

**Exercise** – A simulation to validate a plan, rehearse key staff or test systems and procedures.

**Exercise Programme** – Planned series of exercises to validate plans and train and develop staff competencies.

**Incident** – An event that causes disruption to the organisation.

**Incident Response Lead** – The officer that leads the *response* to a call about a major incident.

**Incident Management Lead** – The officer that leads the management of the council's response to a major incident. This may or may not be the Incident Response Lead.

**Invocation** – Act of declaring that an organisation's BCP needs to be put into effect in order to continue delivery of key products or services.

**Local Resilience Forum** – A process for bringing together all the Category 1 and 2 responders within a local Police area for the purpose of facilitating co-operation in fulfilment of their duties under the Civil Contingencies Act.

**Recovery Time Objective** – Identifies the time by which critical activities and/or their dependencies must be recovered.

**Risk** – Risk measures the significance of a potential event in terms of likelihood and impact.

**Risk Assessment** – This is structured and auditable process used to identify significant, potential, future events, assess their likelihood and impact and then combines these to provide an overall assessment of risk, as a basis for further decisions and action.

**Stakeholders** – Those with a vested interest in the council's achievements – staff, members, service users and the general public.

## **FURTHER INFORMATION**

**Business Continuity Institute:** [www.thebci.org](http://www.thebci.org)

The Business Continuity Institute's site promotes business continuity management and provides guides and good practice advice. The Business Continuity Institute's mission is to promote the art and science of business continuity management.

**UK Resilience:** [www.resilience.gov.uk](http://www.resilience.gov.uk)

A government site providing emergency planning guidance and information on a wide variety of emergencies and crises that can affect the UK.

**Home Office:** [www.homeoffice.gov.uk](http://www.homeoffice.gov.uk)

A government site with information on the threat, what to do in the event of a major emergency and what the government is doing, plus reports and guidance.

**MI5:** [www.mi5.gov.uk](http://www.mi5.gov.uk)

The Security Service, or MI5, is responsible for countering threats to the UK's national security and economic wellbeing. A key part of its work is to provide practical security advice on how organisations and businesses can protect against terrorism and other threats. A wide range of advice, together with descriptions of the current threats, is available on its website.

**Foreign & Commonwealth Office:** [www.fco.gov.uk](http://www.fco.gov.uk)

This site offers up-to-date advice and practical information to British citizens travelling or resident overseas.

**London Prepared:** [www.londonprepared.gov.uk](http://www.londonprepared.gov.uk)

A government run site for the London resilience Team to help Londoners prepare for and cope with emergencies and disasters. The site includes practical advice; checklists and templates on risk assessment, business continuity and emergency response. Despite its title the content is helpful for any major City, such as Leicester.

Dear all  
Forwarding on behalf of [REDACTED]  
I will seek comparative hospital activity data to share with you as well.  
BW S

To: [REDACTED]

**Subject: RE: Call with SofS on Leicester**

Please find the summary of our assessment and key recommendations – the full report is being finalised and will be available later today.

Best wishes

[REDACTED]  
Incident Director, PHE COVID-19 Response

[REDACTED]  
Deputy Director, Tuberculosis, Acute Respiratory, Gastrointestinal, Emerging/Zoonotic Infections and Travel Migrant Health Division, (T.A.R.G.E.T)

National Infection Service

Public Health England

Email: [REDACTED]

Tel: [REDACTED]

[www.gov.uk/phe](http://www.gov.uk/phe) Follow us on [Twitter @PHE\\_uk](https://twitter.com/PHE_uk)

Protecting and improving the nation's health

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Public Health  
England

Protecting and improving the nation's health

## Rapid Investigation Team (RIT):

Overview and recommended actions following a preliminary investigation into COVID-19 exceedances in Leicester (June 2020)

28<sup>th</sup> June 2020

## Summary and Recommendations

The initial analysis of pillar 1 (laboratory diagnostic data to support clinical services) and pillar 2 (all other testing) data suggested there is ongoing Covid-19 activity in Leicester with increasing numbers of cases being identified, most notably since early June 2020. It is considered likely that a large contribution to the apparent change may be associated with increasing testing - a steadily increasing proportion of infections (symptomatic and asymptomatic) are being identified rather than a true increase in the number of new infections occurring.

The most likely explanation is that there are elements of both an increase in ascertainment (that is a steady improvement of the proportion of cases identified) and an increase in the number of new infections that are occurring. However, while the  $R_t$  may be around 1 there is **no current evidence that the growth rate is entering an exponential phase** (that is  $R_t > 1$ ).

Epidemiological evidence shows that the epicentre of the protracted COVID-19 activity is in North Evington in the northeast of Leicester - a deprived area where most people live in the 2/5th most deprived areas (69%) compared with 37% overall in Leicester, the ethnic population is diverse and less than 15% of the population is white British, and there is a large industrial presence, particularly food processing.

Observational data and the epidemiology suggest that transmission within households, poor compliance with social distancing within the community, and workplace transmission may all be contributing to the current situation.

Observations relevant to immediate measures are

- a high number of small manufacturing employers in the area with unknown adherence to control measures
- messaging deployed in the area has been incongruous with the ongoing nature of the outbreak
- implementation of social distancing in the community is reported and observed to be poor
- mobile testing units are deployed but have been unable to find suitable sites in the areas of interest and are unlikely to be fully utilised
- transport is unlikely to be contributing, as residence and employment are usually both close together in area with high use of walking and cycling.

In recent weeks, more COVID-19 cases are of working age. In the area of concern, it is reported locally that transient workers often live in over-crowded households, and social distancing and infection prevention measures can be difficult to implement in the workplaces

The current situation is finely balanced. If current measures are relaxed further and behaviours continue unchecked, there is a high risk of the situation escalating, requiring the implementation of stringent measures.

## Recommendations

1. Observations by the rapid assessment team and discussions with local community contacts identified the immediate need for a re-focused communications strategy reflecting the language, cultural needs and media channels used by the community, using local spokespersons and making use of workplaces as focal points for community leadership
2. Increased local access to testing, particularly using walk up and community testing hubs with local community centres and leaders
3. The offer of increased testing in the workplace to detect asymptomatic cases, especially in the food industry, where cases are detected, potentially offering tests to all individuals in the workplace to detect asymptomatic and pre-symptomatic individuals.



4. Ensure staff in all workplaces who are cases or contacts receive appropriate sick pay (this may need additional treasury support)
5. Consideration of weekly testing of all care home staff within Leicester city to protect the most vulnerable for the next four weeks (approximately 250 care homes and therefore likely to need 25,000 tests per week through the Government testing service to facilitate this)
6. Delaying July 4, 2020 relaxation actions in Leicester and enhancement of enforcement or monitoring of social distancing guidelines for at least two weeks to allow the impact of the above measures to be assessed

### **Additional actions**

The following additional actions to be considered include:

Leicester targeted enhanced actions (e.g. closure of non-essential shops and other areas where social gatherings may take place), closure of workplaces where >5% (or 10%) of staff are detected as positive within a two-week period.

## Summary of epidemiology review (full data in appendix 1)

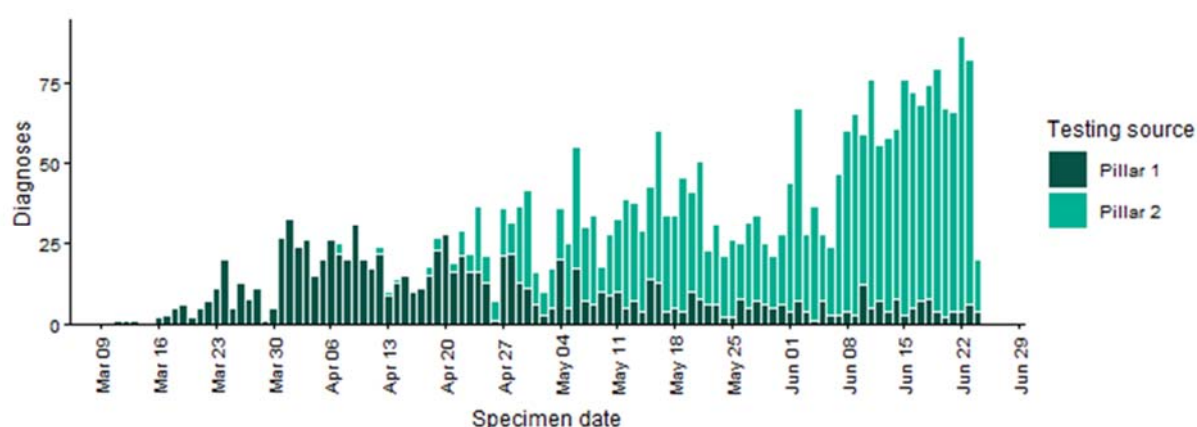
3,216 COVID-19 cases have been reported in Leicester since the pandemic resulting in rate of 90.54 cases per 10,000 population.

**Table 1.1 Confirmed case numbers and rate per 10,000 population of confirmed cases in Leicester, East Midlands, and England (up to 24 June 2020)**

Pillar	Leicester		East Midlands		England	
	No. cases	Rate	No. cases	Rate	No. cases	Rate
Pillar 1	1028	28.94	9858	20.52	159694	28.53
Pillar 2	2188	61.60	10175	21.18	80026	14.30
Total	3216	<b>90.54</b>	20033	<b>41.70</b>	239720	<b>42.82</b>

The epidemic curve for Leicester is shown for the start of the pandemic to 24 June 2020 (figure 1)

**Figure 1.1 Epidemic curve of daily confirmed COVID-19 cases in Leicester, by specimen date, to 24 June 2020**



A number of parameters have shown recent COVID -19 activity in Leicester to be an outlier:

- Leicester is in the top 10 local authorities by case count between 13 June and 22 June 2020 (table 1.2 appendix 1)
- The time-series plots for Leicester based on cases per 100 tests and number of tests per day shows that in contrast to a decreasing trend noted in the vast majority of other UTLAs in East Midlands and England, a gradual increasing trend has been noted in Leicester in the last few weeks (figure 1.3, appendix 1)
- Laboratory-confirmed COVID-19 cases and the seven-day moving average in East Midlands by local authority and report date below shows the increasing trend in Leicester in contrast to other areas (figure 1.4, appendix 1)
- The rate per 100,000 population of confirmed cases is higher in Leicester compared to East Midlands and England in recent weeks (figure 1.5 appendix 1).
- The rates of cases per 100,000 population shows that the rate seen in June 2020 is much higher compared to similar LAs. While Leicester also had the highest rate for all cases until 24 June, other LAs appear to have achieved better control of infection rates by June 2020 whereas rates in Leicester remain high

## Age/sex distribution

The proportion of male to female confirmed cases in pillar 1 and 2 testing is similar - 49% of cases are female (figure 1.6 and 1.7, appendix 1) The majority of cases confirmed in the recent 14 days are aged 18-65 years. The number of cases in those aged 65 years and over has been stable but cases reported in those under 18 years of age have been slowly increasing in the last four weeks (figure 1.8, appendix 1).

The median age is 39 years (range 0-98). Cases are younger in Leicester compared with CIPFA nearest neighbours.

**Table 1.4. Age profile of cases reported in June 2020 in Leicester compared to CIPFA nearest neighbours**

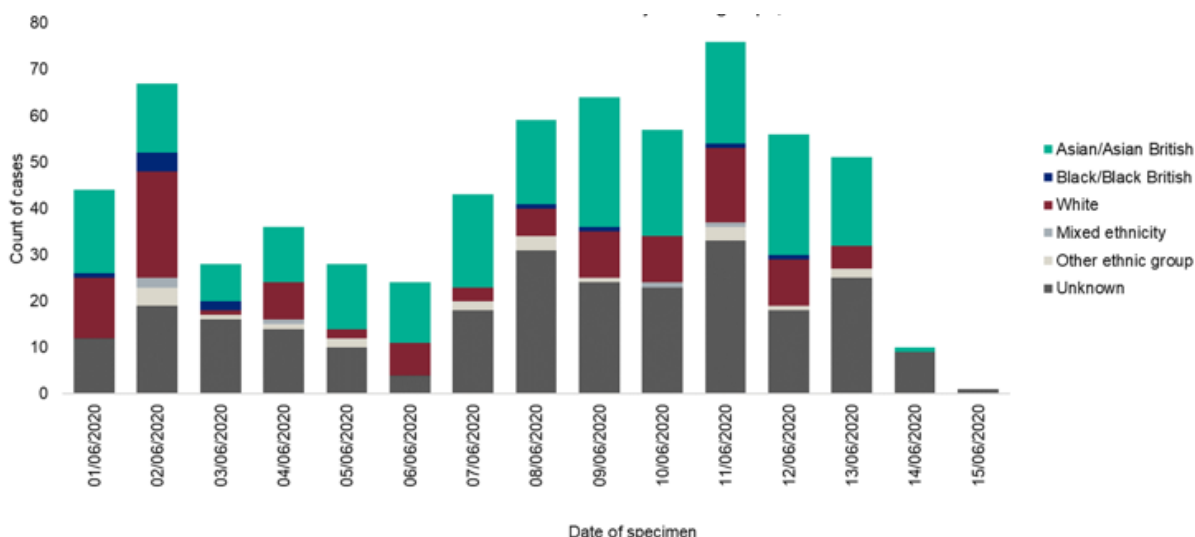
Local Authority	Mean age of cases	Median age of cases	Range of ages	Number female	Number male
Leicester	40.5	39	0 - 98	530 (50.9%)	511 (49.1%)
Nearest neighbours	49.8	47	0-106	10,202 (57.9%)	7425 (42.1%)

The

## Ethnicity of cases

Ethnicity of cases reported in Leicester in June 2020 is shown below, and likely reflects the ethnicity profile of the population.

**Figure 1.9. Ethnicity of cases reported in June 2020 in Leicester**

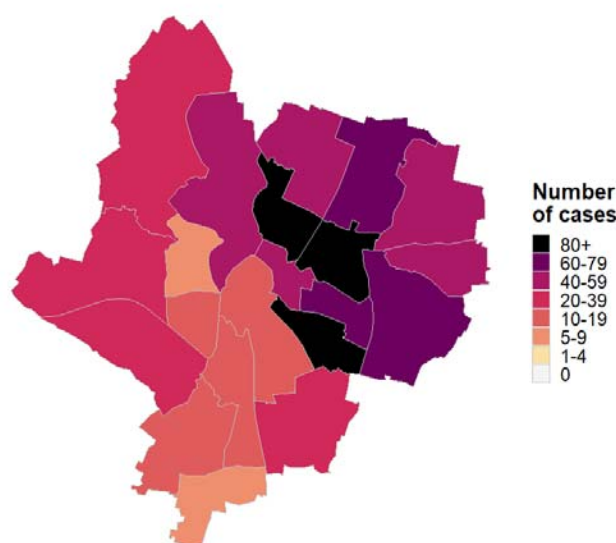


## Location of residence of cases

Analysis of case counts by wards shows that the North East areas of Leicester has the most cases reported in the recent two weeks (figure 1.11).

An analysis of cases and positivity by wards in Leicester for cases to 25 June 2020 using SGSS/USD data shows that areas with high positivity include Belgrave, Evington, Spinney Hills, North Evington, Stoneygate and Wycliffe (figure 1.13, appendix 1). This is a provisional finding and needs further analysis

**Figure 1.11. Location of cases reported between 11 and 25 June by ward in Leicester**



### **Symptom status**

Using PHE laboratory data more cases were recorded as symptomatic at the time of the test compared to those recorded as asymptomatic or unknown (figure 1.15 and 1.16 appendix 1). North Evington ward has had more cases reported during this period compared to other wards

### **Occupation of cases**

The majority of cases were recorded as unknown status, whereas “essential workers in another area” constituted the largest proportion among those with recorded occupation (figure 1.16 appendix 1).

### **Incidents and outbreaks reported to local Health Protection Team**

East Midlands has reported 37 situations of interest in the last 3 weeks; with 22 related to Leicester postcodes. This is more than double the nearest region; with the majority of regions reporting less than 10 situations of interest in the last 4 weeks.

Many of these incidents are related to food factories/outlets with 8 of these related to the one large umbrella company around Leicester/ Leicestershire. This parent company employs 7232 and the top five languages spoken by staff Romanian, Polish, Hindi, Gujarati, Portuguese. The HPT have supported detailed risk assessments with the company and enhanced communications and actions.

There are four situations where shops and supermarkets are reporting staff with COVID-19. It is important to note that the care homes are much less affected than late March/ early April suggesting that the measures introduced are protecting these settings

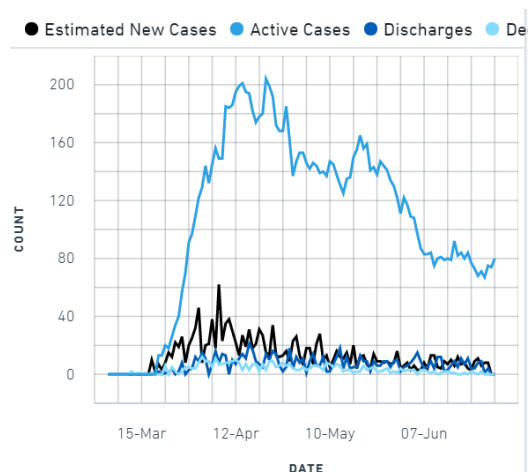
### **Impact on Hospitals**

There are two schools (one Academy and one Nursery) and two care home incidents in the last four weeks. The Leicester Hospitals are contained within the Leicester, Leicestershire and Rutland STP. University Hospitals of Leicester NHS Trust (UHL) has four sites around Leicester. One of these sites (Glenfield Hospital) reported an outbreak on one ward where five patients who were screened as COVID negative on admission were subsequently detected as COVID positive following planned screens on day 5 of admission (i.e. likely incubating on admission). All other patients and staff were screened and a further 12 staff were found to be COVID-19 positive who were asymptomatic.

UHL has currently got 80 patients with confirmed COVID-19 in the hospitals; 10 requiring mechanical ventilation. The hospital surge happened in early April and admissions initially decreased rapidly but have remained steady at between 6 and 10 new COVID-19 confirmed admissions per day over the last four weeks.

UHL employs approximately 15,000 staff and 771 were absent on 27 June 2020 for COVID-related reasons (including shielding, vulnerable, household quarantine and symptoms). This is similar to other organisations.

**Figure 1.17. Active cases, estimated new cases and discharges from University Hospitals of Leicester, 28/6/2020 (from NHSEI SitRep)**



## **Summary of Modelling review (full detail in appendix 2)**

The data from pillar 1 and pillar 2 cases of COVID 19 appears to suggest an ongoing outbreak or surge in Covid-19 activity within Leicester City, with increasing numbers of cases being identified since early June 2020.

A large contribution to the apparent change in recorded diagnoses may be associated with increasing testing. That is, there may be a steadily increasing proportion of infections (symptomatic and asymptomatic) being identified rather than a true increase in the number of new infections occurring.

However, the demonstration of cases being newly described in children by the local outbreak team does appear to be unusual and suggests that if an increase in the true number of infections (symptomatic and asymptomatic) occurring in the area then this increase is most likely to be restricted to the period from late May onwards.

The most likely explanation is that there are elements of both an increase in ascertainment (that is a steady improvement of the proportion of cases identified) and an increase in the number of new infections that are occurring.

While there is no current evidence that the growth rate is entering an exponential period at the current time (that is  $R_t \gg 1$ ). As yet unpublished ONS data analysed for growth rates and doubling times by colleagues at the University of Manchester for the contiguous East of England and East Midlands Regions are giving a soft signal of plateauing case numbers that conflict with the general decline in numbers of new infections that are being seen elsewhere in England

## Refocusing communications (full detail in appendix 3)

Community awareness of COVID-19 and an understanding of the control measures that are effective are vital components of the response to the COVID-19 pandemic. A robust and comprehensive communications strategy to support the response is therefore vital should consist of the following:

- Shared **key messages** across the civic society in Leicester that are:
  - clear and transparent about the ongoing situation;
  - available in the language of the local community and sensitive to the cultural needs of the population;
  - 'behaviourally specific' i.e. clearly communicate the actions that people need to take, when and how.
- Clarity of message across all Leicester City Council's **communications channels**.
- Frequent **media briefings** led by the DPH and other local health spokespeople.
- Upweighted **marketing** campaign.
- Grassroots **public engagement**.
- **Business engagement**; businesses are community focal points and should be used to provide leadership, support dissemination of messaging and adherence to guidance.
- Mobilisation of all **key influencers**.
- Mobilisation of **NHSEI comms and engagement**.

## Contributors

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## Appendix 1 Descriptive Epidemiology

This report presents a summary of the descriptive epidemiology of Covid-19 in Leicester.

### 1.1. Trend in case counts and rates

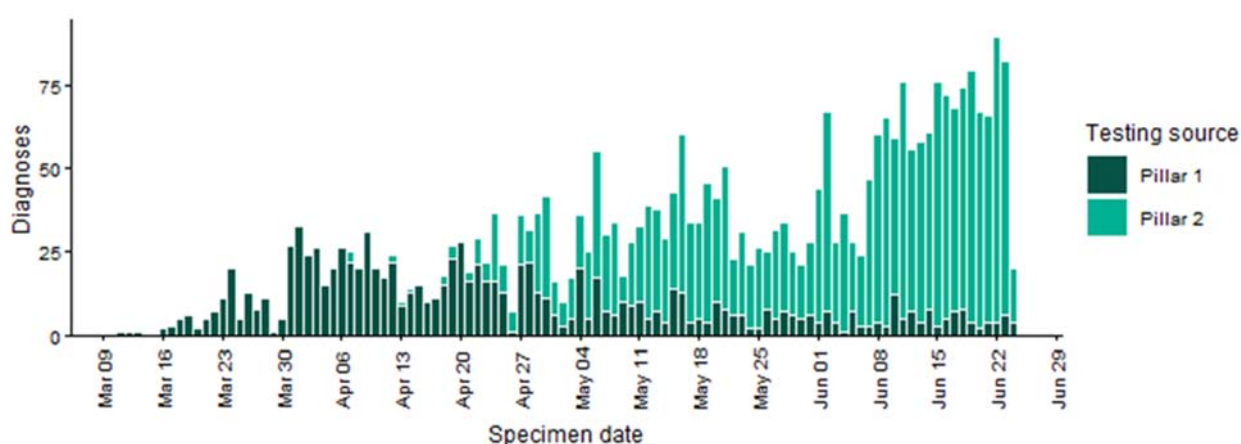
A total of 3,216 COVID-19 cases have been reported in Leicester equating to a rate of 90.54 cases per 10,000 population. In the last 14 days, 944 have been reported - 71 from Pillar 1 testing and 873 from Pillar 2.

**Table 1.1 Number and rate per 10,000 population of confirmed cases in Leicester, East Midlands, and England (up to 24 June 2020)**

Pillar	Leicester		East Midlands		England	
	No. cases	Rate	No. cases	Rate	No. cases	Rate
Pillar 1	1028	28.94	9858	20.52	159694	28.53
Pillar 2	2188	61.60	10175	21.18	80026	14.30
Total	3216	90.54	20033	41.70	239720	42.82

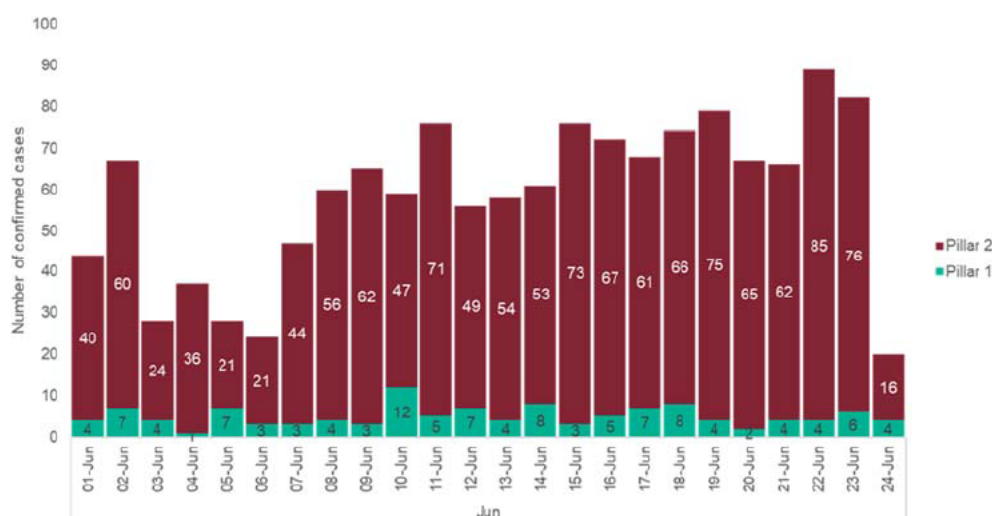
The epidemic curve is shown for the entire period until 24 June 2020 (figure 1) and for the 14-day period between 11 and 24 June 2020 inclusive (figure 2). This shows that cases reported in pillar 1 have declined from the peak in April and pillar 2 activity accounts for the majority of new cases reported since May 2020.

**Figure 1.1 Epidemic curve of daily confirmed COVID-19 cases in Leicester, by specimen date, to 24 June 2020**





**Figure 2. Epidemic curve of daily confirmed COVID-19 cases in Leicester, by specimen date, 11 June 2020 to 24 June 2020**



The table below shows the top 10 local authorities with the highest number of cases in the done. This includes pillar 1 and pillar 2 COVID-19 cases combined, in the ten days investigation period 13/06/2020 and 22/06/2020, inclusive.

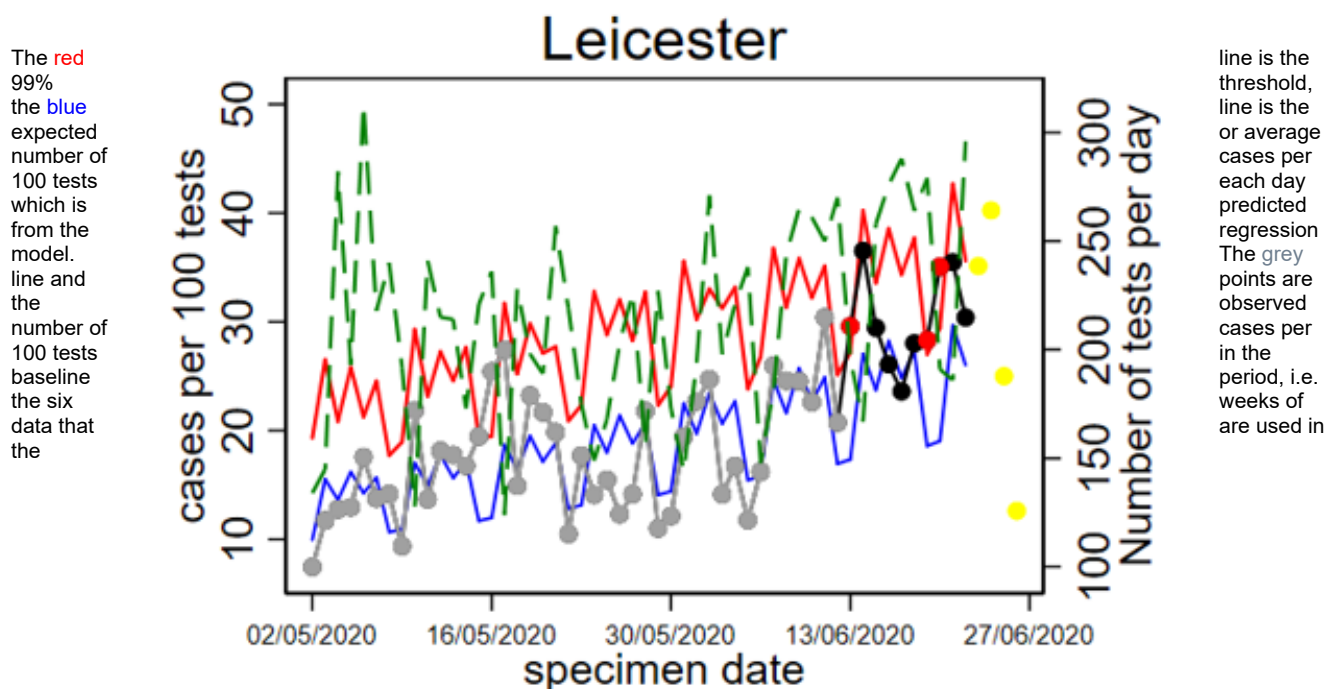
**Table 1.2. Top 10 local authorities by case count between 13 June and 22 June 2020**

PHEC	LTLA name	Observed	Expected	IRR	lower 95% CL	upper 95% CL
East Midlands	Leicester	711	582	1.055	1.033	1.077
Yorkshire and Humber	Bradford	493	379	1.018	0.996	1.04
Yorkshire and Humber	Sheffield	196	164	0.983	0.953	1.014
Yorkshire and Humber	Leeds	191	77	1.104	1.063	1.147
Yorkshire and Humber	Barnsley	187	72	1.055	1.014	1.098
Yorkshire and Humber	Kirklees	181	74	1.06	1.016	1.105
West Midlands	Birmingham	151	73	1.017	0.983	1.053
East of England	Luton	98	35	0.974	0.924	1.028
North West	Blackburn with Darwen	60	49	1.047	0.993	1.105
North West	Liverpool	49	40	1.004	0.939	1.074

The observed cases is the sum of the number of laboratory confirmed COVID-19 cases over the 10-day investigation period. The expected rate is the sum of the expected number of laboratory confirmed COVID-19 cases over the 10-day investigation period derived from the model used in the exceedance algorithm. Incident Rate Ratio (IRR) is the estimate of the relative change each day in the number of laboratory confirmed COVID-19 from the model (with 95% confidence limits). The results reported are derived from the time-series of laboratory confirmed cases, and the total number of laboratory tests for SARS-CoV-2, by specimen date and earliest test date, respectively, for each lower tier local authority. Due to delays in laboratory reporting into PHE, the most recent four days are deemed too incomplete to use and therefore have been ignored.

The time-series plots for Leicester based on cases per 100 tests and number of tests per day is presented below. In contrast to a decreasing trend noted in the vast majority of other UTLAs in East Midlands and England, a gradual increasing trend has been noted in Leicester in the last few weeks.

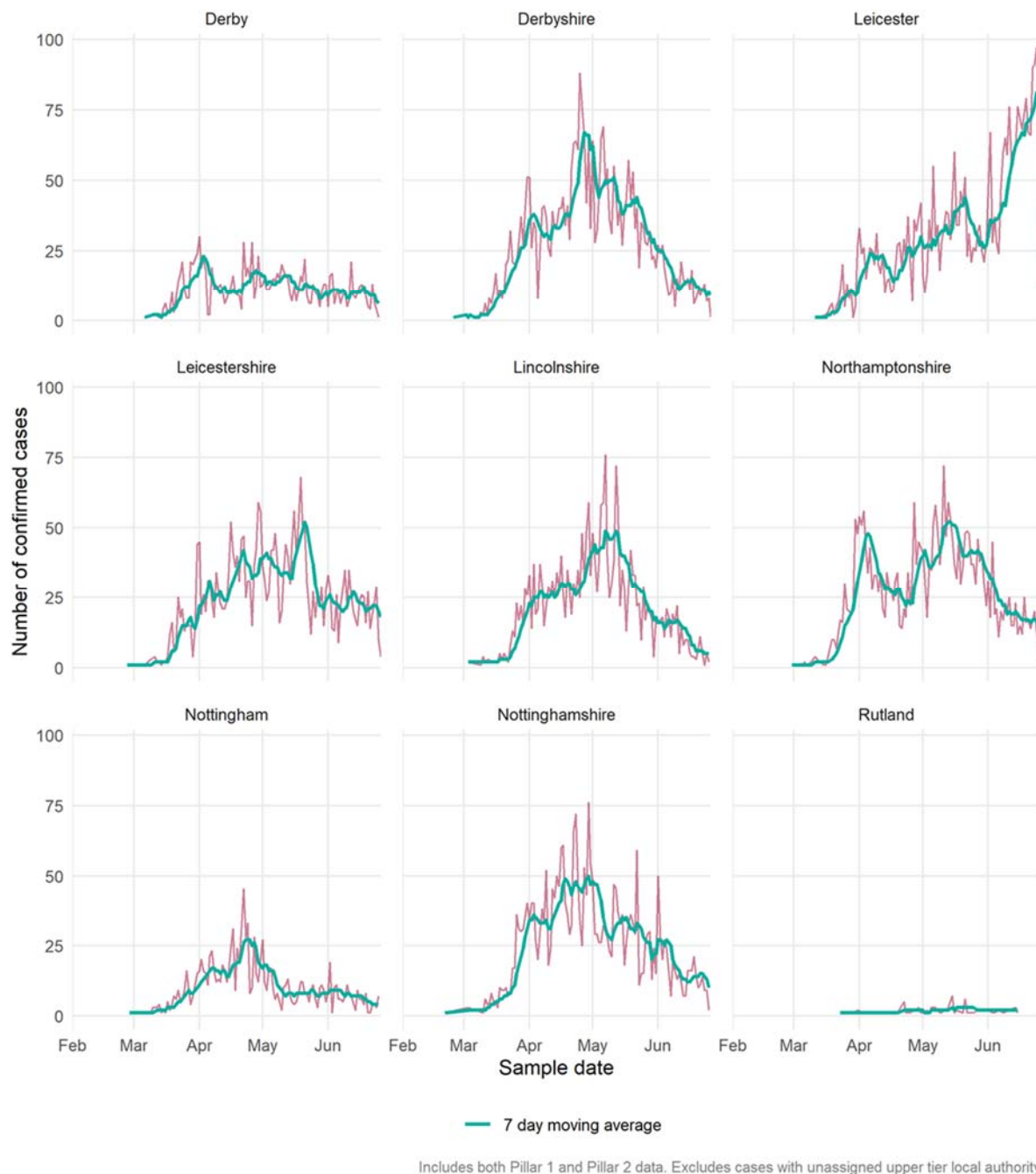
**Figure 1.3. Time series plot of cases per 100 tests and number of tests per day, Leicester**



exceedance algorithms regression model. The black line and points are the observed number of cases per 100 tests in the 10-day investigation period. The yellow points are the observed number of cases per 100 tests in the last four weeks which are subject to reporting delay so ignored. The green dashed line is the total number of tests (pillar 1 and pillar 2 tests combined) each day in the LTLA. A rough estimate of the number of cases each day can be obtained by multiplying the observed cases per 100 tests each day by the number of tests each day, and dividing by 100.

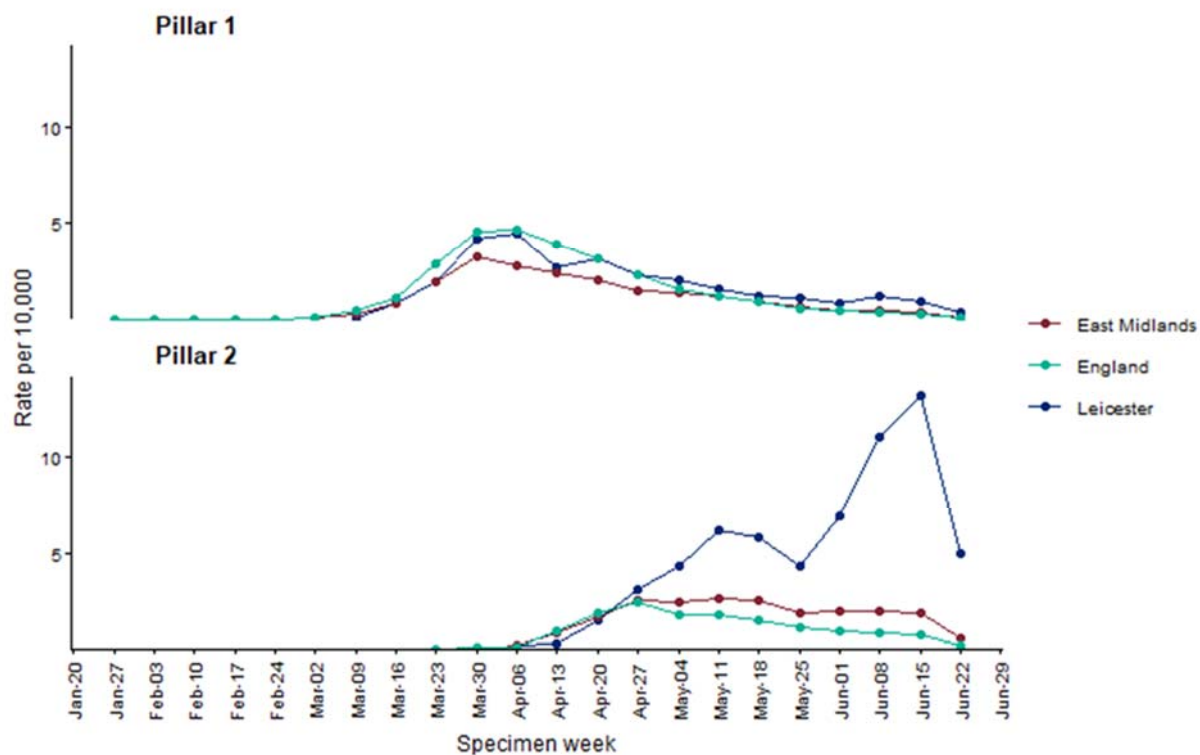
The figure below (1.4) showing the trend of cases across local authorities in East Midlands shows the increasing trend in Leicester in contrast to other areas

**Figure 1.4: Laboratory-confirmed COVID-19 cases and seven day moving average in East Midlands by local authority and report date**



The figure below shows that the rate per 100,000 population of confirmed cases is higher in Leicester compared to East Midlands and England in recent weeks.

**Figure 1.5. Rate per 10,000 population of weekly confirmed cases in Leicester, East Midlands, and England (up to June 24 2020)**



The table below showing the rates of cases per 100,000 population shows that the rate seen in June 2020 is much higher compared to similar LAs. While Leicester also had the highest rate for all cases until 24 June, other LAs appear to have achieved better control of infection rates by June 2020 whereas rates in Leicester remain high.

**Table 1.3. Number of cases by local authority, epicell data, all cases and June 2020, mid-2019 ONS population**

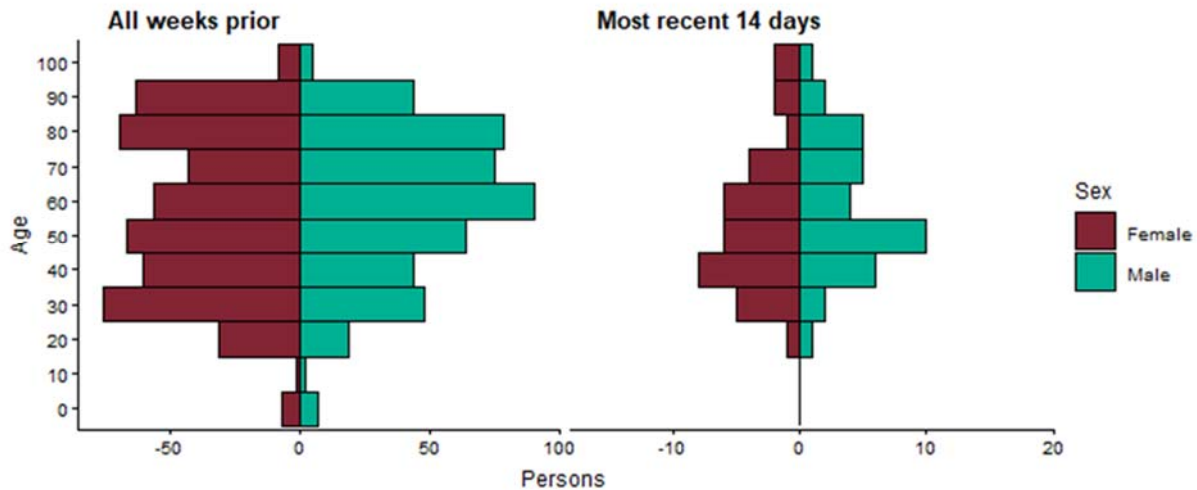
Local Authority	1-24 June 2020		All cases	
	Total	Cases per 100,000 population	Total	Cases per 100,000 population
Leicester	1,490	420.6	3,303	932.5
Nottingham	148	44.5	1,139	342.1
Coventry	71	19.1	1,309	352.3
Luton	215	100.9	1,329	623.8
Sandwell	138	42.0	1,608	489.6
Wolverhampton	107	40.6	1,355	514.5
Salford	113	43.7	1,280	494.5
Oldham	345	145.5	1,764	744.0
Blackburn with Darwen	157	104.9	954	637.3
Derby	225	87.4	1,237	480.8
Rochdale	338	152.0	1,454	653.7
Bradford	1,137	210.6	3,889	720.5
Liverpool	121	24.3	2,372	476.3
Southampton	66	26.1	911	360.8
Kingston upon Hull, City of	183	70.4	1,523	586.3
Newcastle upon Tyne	73	24.1	1,510	498.6

**NOTE:** the above table is ordered according to how close each LA is to Leicester with those at the top being most similar and those at the bottom least similar.

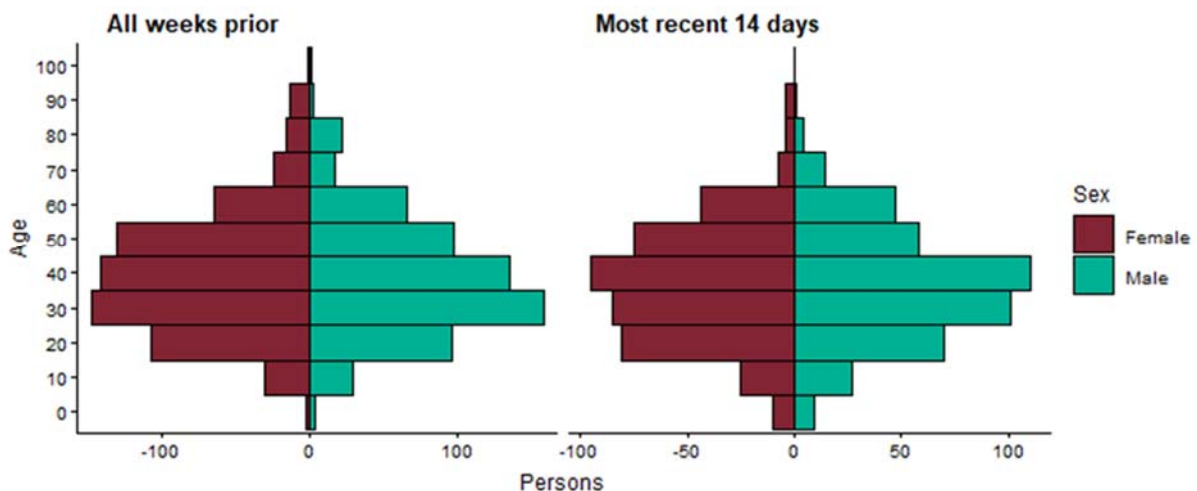
## 1.2 Age/sex distribution

The age-sex pyramid of cases confirmed in pillar 1 and 2 testing is shown below. The proportion of male to female cases is similar (49% Female).

**Figure 1.6. Population pyramid for confirmed cases in past 14 days in Pillar 1 (June 11 2020 to June 24 2020) and prior (March 11 2020 to June 10 2020)**

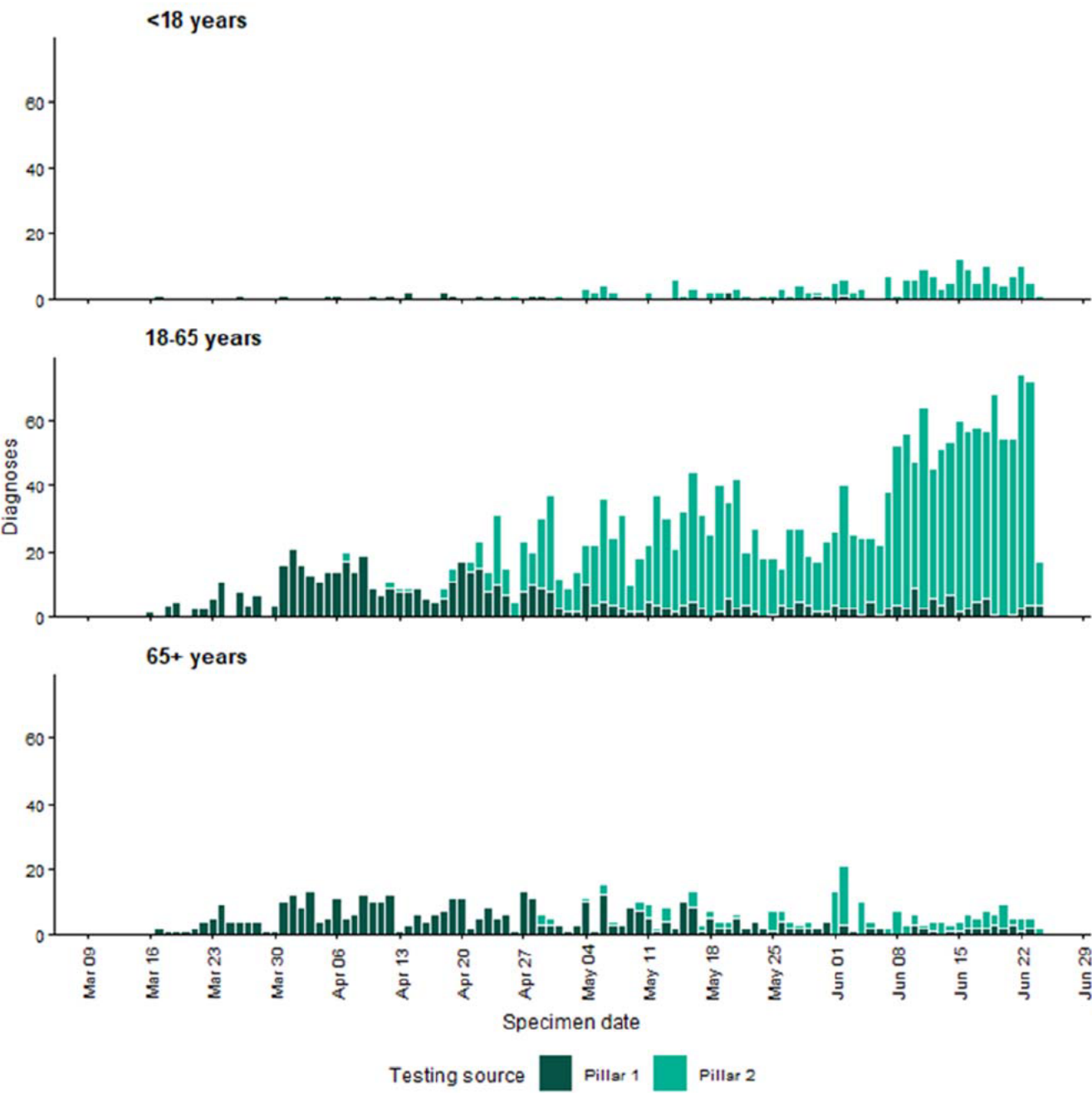


**Figure 1.7. Population pyramid for confirmed cases in past 14 days in Pillar 2 (11 June 2020 to 24 June 2020) and prior (March 11 2020 to June 10 2020)**



The majority of cases confirmed in the recent 14 days are aged 18-65 years. The number of cases in those aged 65 years and over has been stable whereas cases reported in those under 18 years of age have been slowly increasing in the last four weeks.

**Figure 1.8. Epidemic curve of daily confirmed COVID-19 cases over time in Leicester by age group (March 11 2020 to June 24 2020)**



The median age is 39 years (range 0-98). Cases are younger in Leicester compared with CIPFA nearest neighbours.



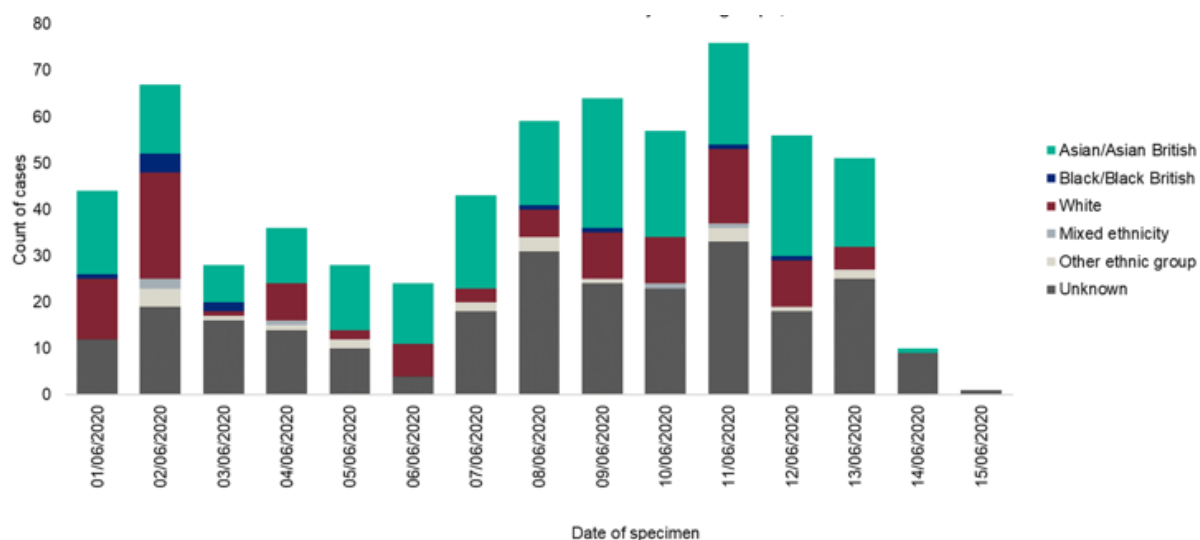
**Table 1.4. Age profile of cases reported in June 2020 in Leicester compared to CIPFA nearest neighbours**

Local Authority	Mean age of cases	Median age of cases	Range of ages	Number female	Number male
Leicester	40.5	39	0 - 98	530 (50.9%)	511 (49.1%)
Nearest neighbours	49.8	47	0-106	10,202 (57.9%)	7425 (42.1%)

## 1.2. Ethnicity

Ethnicity of cases reported in Leicester in June 2020 is shown below, likely reflects the ethnicity profile of the population.

**Figure 1.9. Ethnicity of cases reported in June 2020 in Leicester**

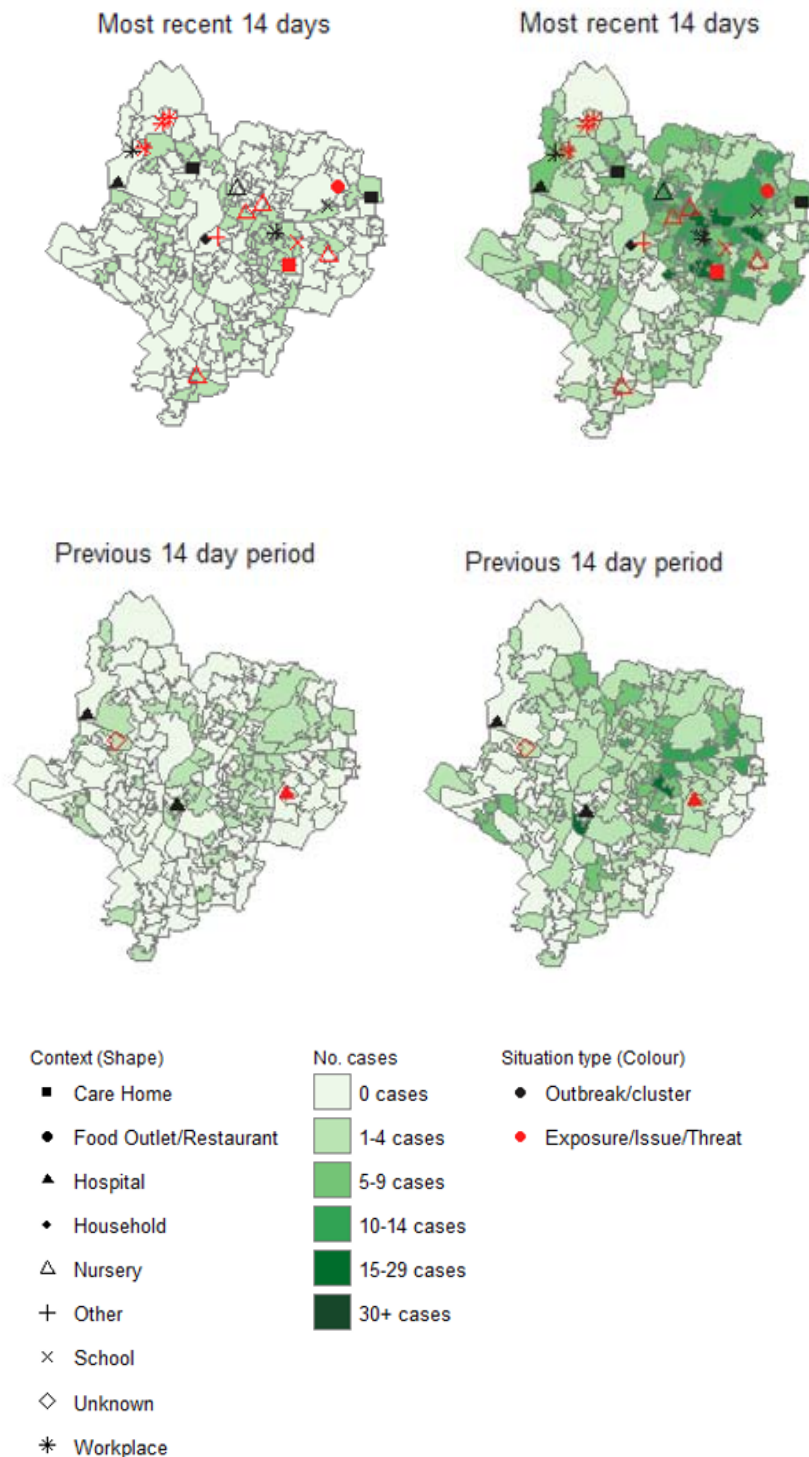




### 1.3. Location of residence of cases

The map below shows the location of cases resident in Leicester for the last 28 days. As noted earlier, cases diagnosed in pillar 2 account for the majority of cases in last 14 days.

**Figure 1.10. Map of new cases reported from Pillar 1 (left) and Pillar 2 (right) in Leicester in recent 14 days (June 11 2020 to June 24 2020) and prior 14 days (May 28 2020 to June 10 2020), overlayed with outbreak/cluster information from HPZone**

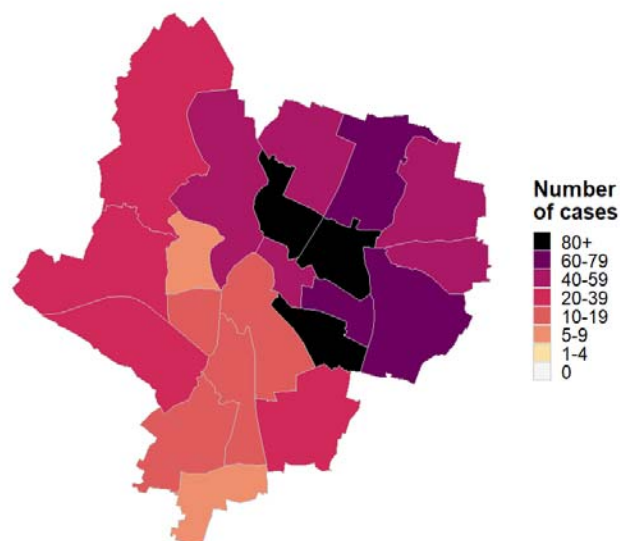


Analysis of case counts by wards shows that the North East areas of Leicester has the most cases reported in the recent two weeks.

**Table 1.5 Number and proportion of cases reported between 11 and 25 June 2020 in the top 10 wards in Leicester**

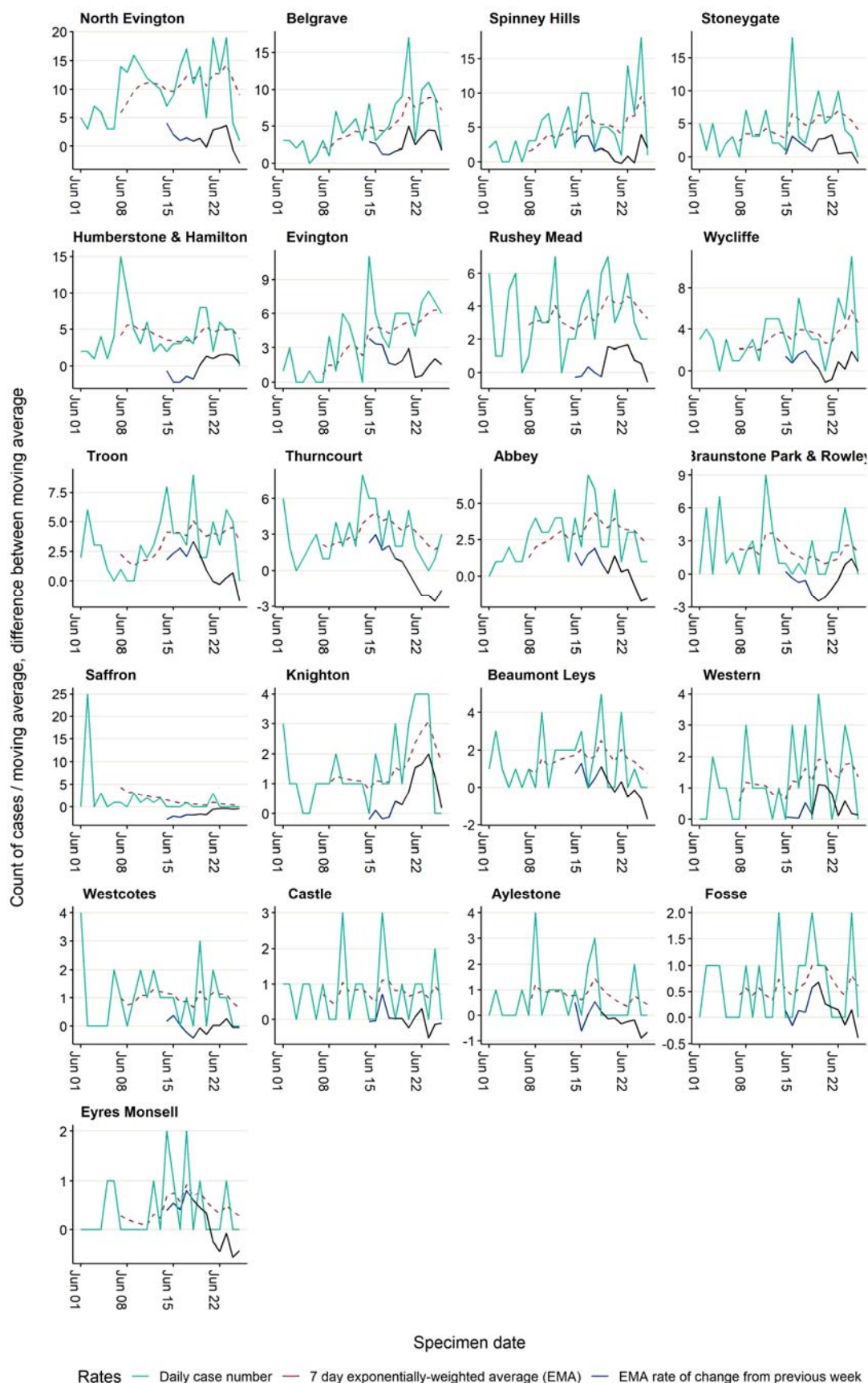
Ward	Number	% of Total
North Evington	161	16.7
Belgrave	97	10.1
Stoneygate	82	8.5
Spinney Hills	79	8.2
Evington	73	7.6
Troon	61	6.3
Wycliffe	56	5.8
Humberstone & Hamilton	53	5.5
Rushey Mead	53	5.5
Abbey	43	4.5

**Figure 11. Location of cases reported between 11 and 25 June by ward in Leicester**



The figure below shows the trend of cases in wards in Leicester in June 2020

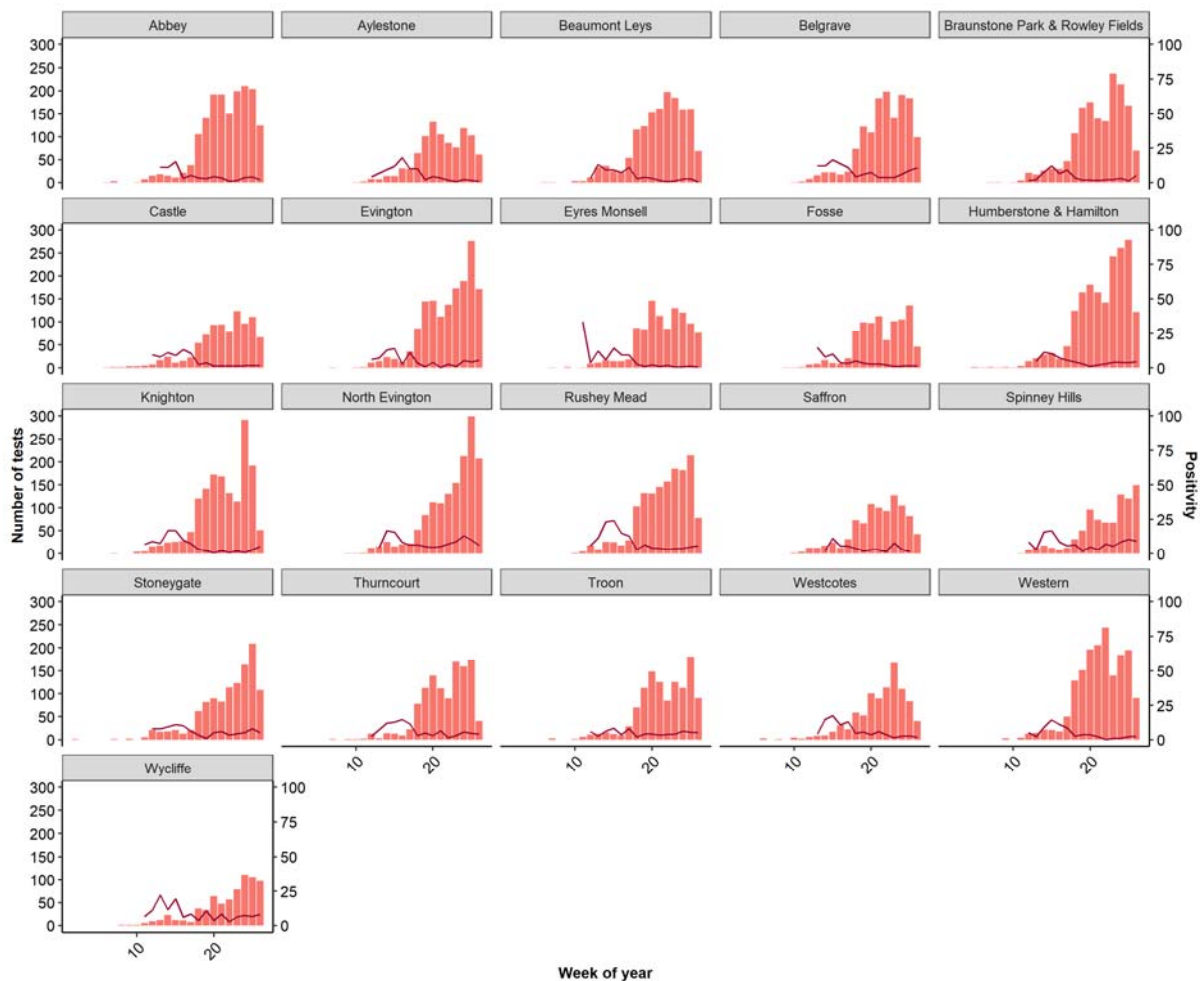
**Figure 1.12. Trend of cases in wards in Leicester, June 2020**



The facet panel below shows the number of cases and positivity by wards in Leicester for cases to 25 June 2020 using SGSS/USD data. Areas with high positivity include Belgrave,

Evington, Spinney Hills, North Evington, Stoneygate and Wycliffe. This is a provisional finding and needs further analysis

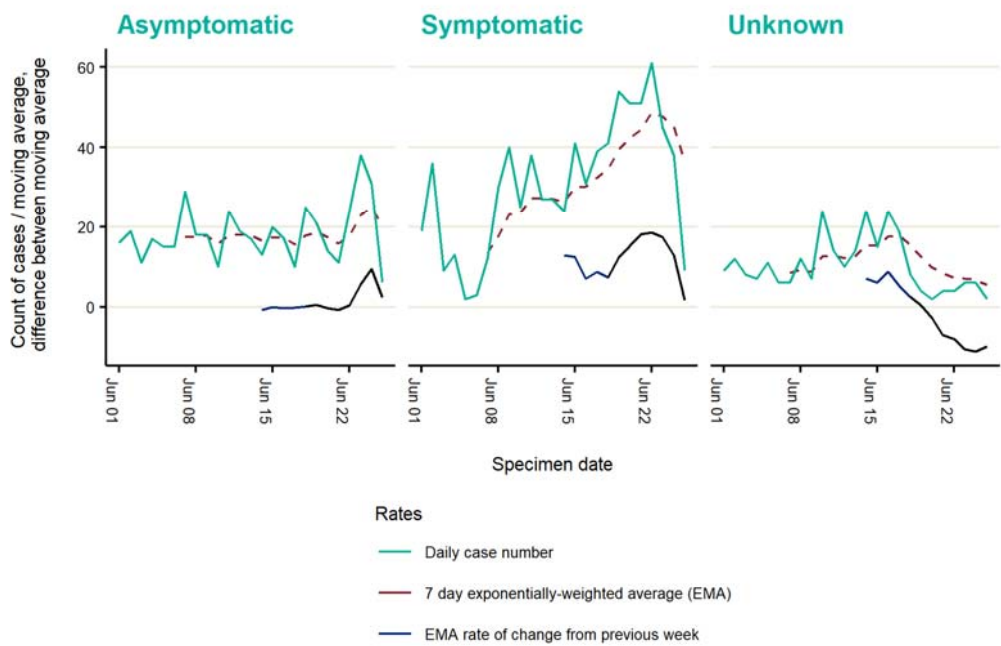
**Figure 13. Cases and positivity by ward in Leicester, June 2020**



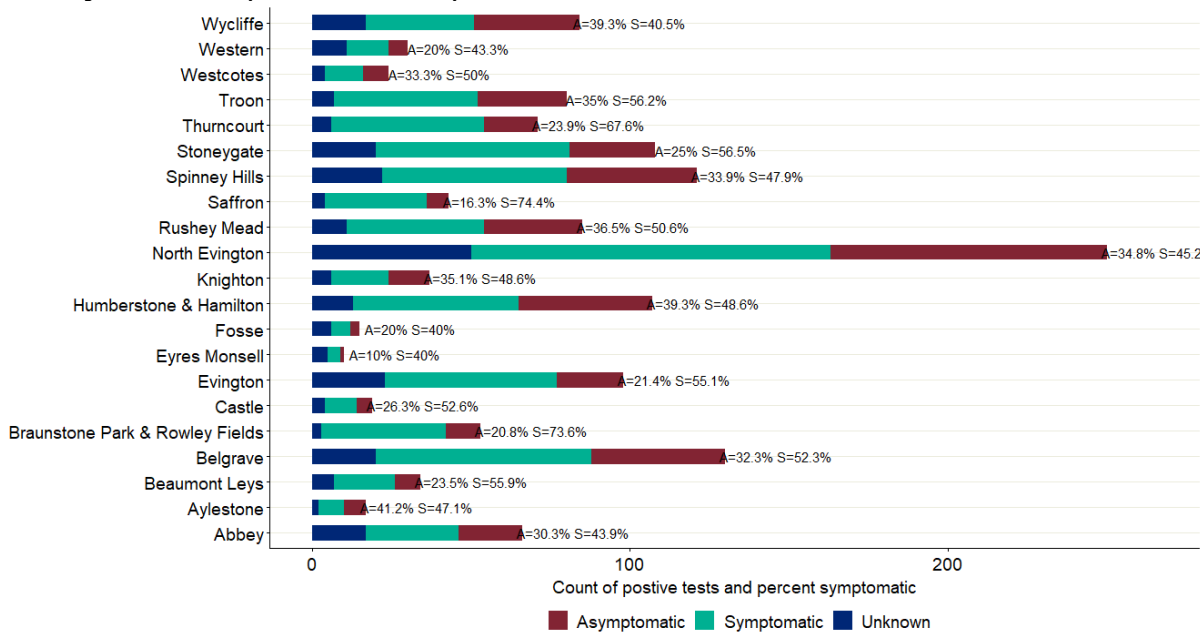
#### 1.4. Symptom status

The figure below shows the case distribution by symptom status (figure 15) and by ward (figure 16) as recorded on SGSS. More cases were recorded as symptomatic at the time of the test compared to those recorded as asymptomatic or unknown. North Evington ward has had more cases reported during this period compared to other wards.

**Figure 1.14. 7-day moving average of confirmed COVID-19 cases by recorded symptom status, Leicester, 01 May - 26 June**



**Figure 1.15. COVID-19 cases by ward and recorded symptom status, Leicester local authority, 01 May - 26 June (Source: SGSS)**

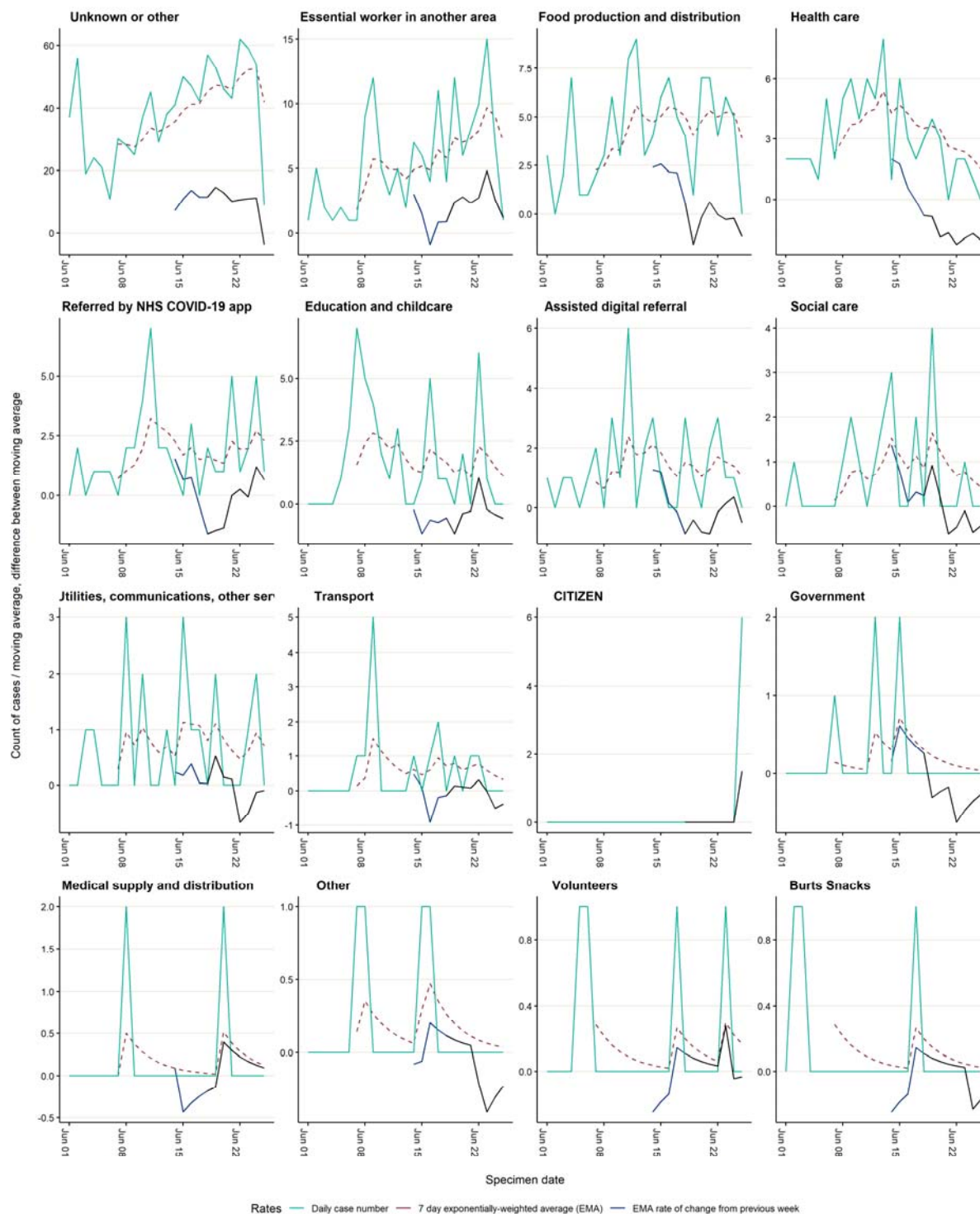


### 1.5. Recorded occupation

The facet panel below shows the recorded occupation for cases reported in June 2020. The majority were recorded as unknown status whereas “essential workers in another area” constituted the largest proportion among those with recorded occupation.



**Figure 1.16. 7-day moving average of confirmed COVID-19 cases by recorded occupation, Leicester, 01-26 June**



## 1.6. Incidents reported to local Health Protection Team

East Midlands has reported 37 situations of interest in the last 3 weeks; with 22 related to Leicester postcodes. This is more than double the nearest region; with the majority of regions reporting less than 10 situations of interest in the last 4 weeks.

Many of these incidents are related to food factories/outlets with 8 of these related to the one large umbrella company around Leicester/ Leicestershire. This parent company employs 7232 and the top five languages spoken by staff Romanian, Polish, Hindi, Gujarati, Portuguese. The HPT have supported detailed risk assessments with the company and enhanced communications and actions.

There are four situations where shops and supermarkets are reporting staff with COVID-19.

There are two schools (one Academy and one Nursery) and two care home incidents in the last four weeks. It is important to note that the care homes are much less affected than late March/ early April suggesting that the measures introduced are protecting these settings.

### 1.7. Backward contact tracing

A current study on the utility of backward contact tracing is being piloted across England. Leicester city residents have been included in the pilot. Against an intended sample of 50 cases, only 11 cases in the city had successfully completed the study until 24 June 2020. Preliminary analysis of the 11 cases did not identify any events with multiple households attending. Most of the cases did not report leaving home, other than for visiting supermarkets.

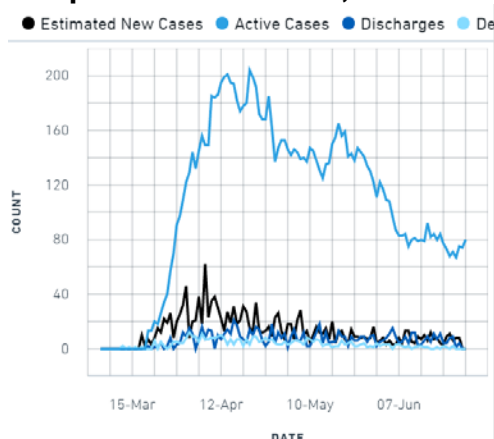
### 1.8 Impact on Hospitals

The Leicester Hospitals are contained within the Leicester, Leicestershire and Rutland STP. University Hospitals of Leicester NHS Trust (UHL) has four sites around Leicester. One of these sites (Glenfield Hospital) reported an outbreak on one ward where five patients who were screened as COVID negative on admission were subsequently detected as COVID positive following planned screens on day 5 of admission (i.e. likely incubating on admission). All other patients and staff were screened and a further 12 staff were found to be COVID-19 positive who were asymptomatic.

UHL has currently got 80 patients with confirmed COVID-19 in the hospitals; 10 requiring mechanical ventilation. The hospital surge happened in early April and admissions initially decreased rapidly but have remained steady at between 6 and 10 new COVID-19 confirmed admissions per day over the last four weeks.

UHL employs approximately 15,000 staff and 771 were absent on 27 June 2020 for COVID-related reasons (including shielding, vulnerable, household quarantine and symptoms). This is similar to other organisations.

**Figure 17. Active cases, estimated new cases and discharges from University Hospitals of Leicester, 28/6/2020 (from NHSEI SitRep)**



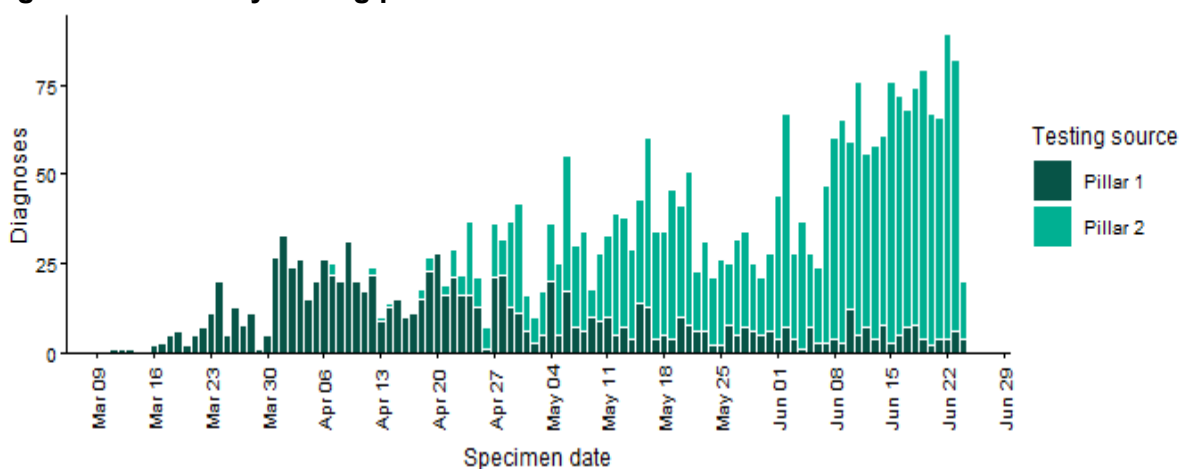
## Appendix 2 - modelling observations and analysis

### Observations

The histogram of pillar 1 and pillar 2 diagnoses appear to suggest that there is an ongoing outbreak of Covid-19 in Leicester with increasing numbers of cases being identified on subsequent days, most notably since early June 2020. However, the absolute change in numbers of clinically unwell cases cannot be readily distinguished from the numbers of new infections (symptomatic and asymptomatic) that might be expected to be seen due to the very significant changes in testing regimes that have occurred during the period mid-March to late June.

It is important to note that both the numbers of tests that can be performed has increased and that the testing regime has been used for a wide range of purposes including outbreak investigation and screening.

**Figure 2.1 Cases by testing pillar over time**



The national epidemic peaked in the last week of March 2020, and the available laboratory diagnostic data to support clinical services (pillar 1) is most likely to have remained representative of the clinical cases that have arisen in Leicester (as opposed to all the detected infections, clinical and sub-clinical, that are contained in the pillar 1 plus pillar 2 diagnoses); and in that respect the pillar 1 diagnoses appear to be similar to the general national picture for clinically apparent disease at and around the epidemic peak in late March 2020.

The rise in pillar 2 diagnose is probably linked, in part, to the availability of testing to the general public, and at least one component of the rise in new diagnoses is due to a steadily increasing proportion of infections (symptomatic and asymptomatic) being identified rather than a true increase in the number of new infections occurring.

There is an almost linear rise in the numbers of new cases being identified from the beginning of May until mid-June. However, this is not characteristic of unconstrained growth of an epidemic from an organism that is well characterised as having an  $R_0 \approx 3$ .

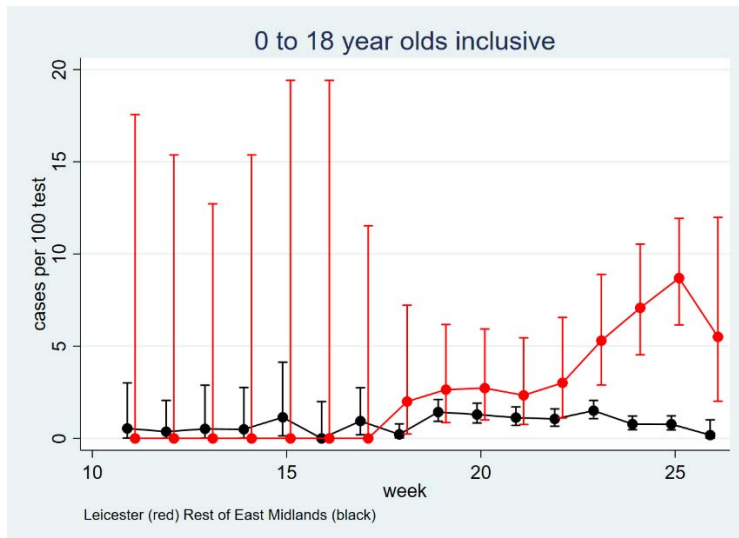
The proportion of positive PCR tests (as a proportion of all test) is rising. This is suggestive of a genuine increase in numbers of new infections, not simply an artefact of increasing test rates.

This effect is most marked in the under 19-year-old group where the proportion of test positive cases fell to  $\approx 5\%$  (across all age groups) after the end of the initial epidemic peak, and has climbed back from mid-May to a current value of  $\approx 15\%$ .

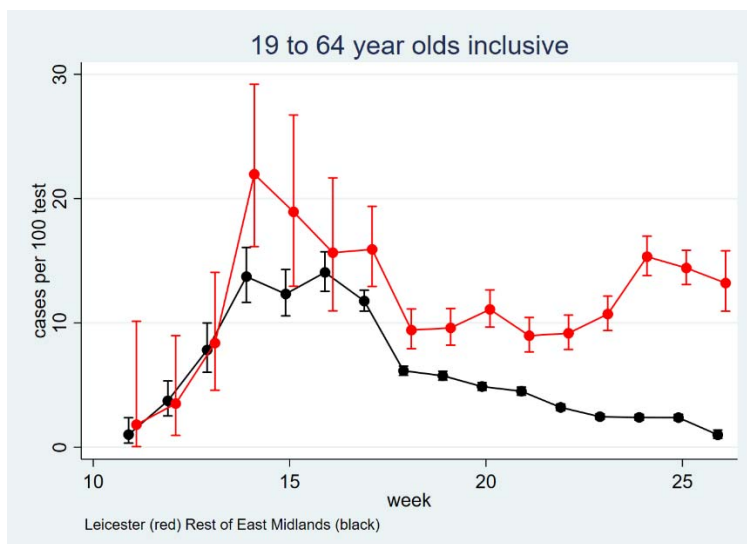
The proportion of positive tests in working age people has also risen to  $\approx 15\%$ .



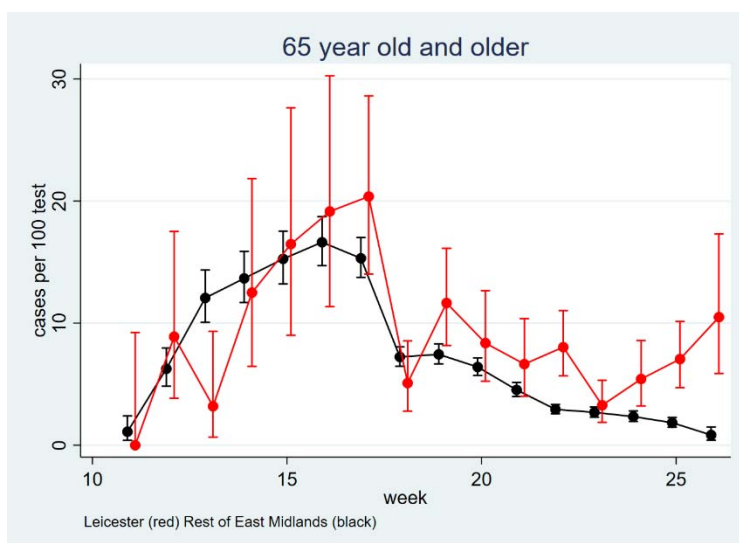
**Figure 2.2 % of tests with positive results in <19-year age group**



**Figure 2.3 % of tests with positive results in 19-64 year age group**

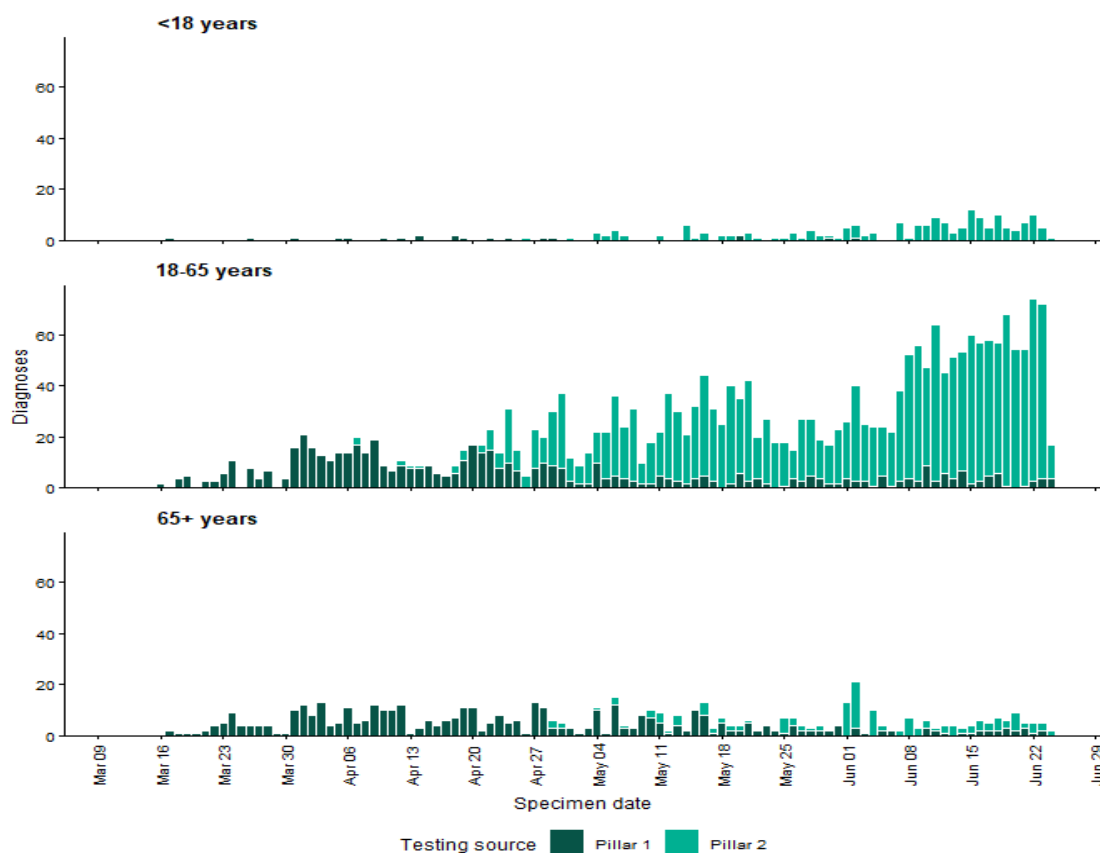


**Figure 2.4 % of tests with positive results in 65+ year age group**



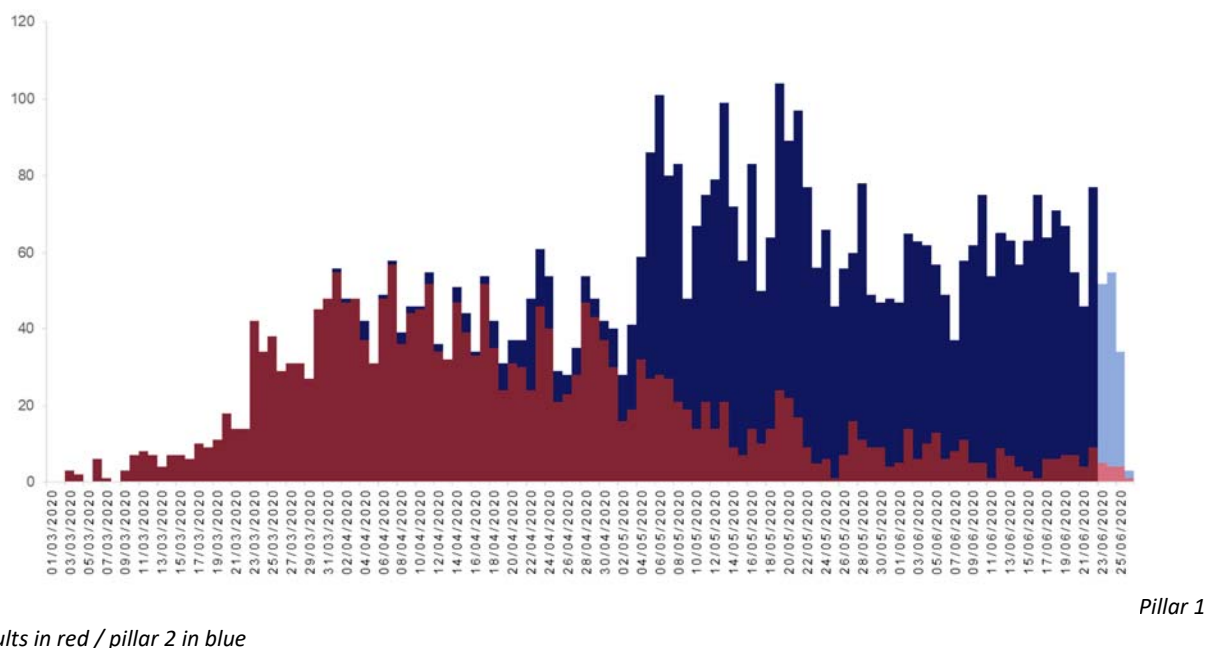
Disaggregation of cases by age groups of these diagnoses in Leicester suggests that if an excess of infections has occurred then it is occurring in young and middle-aged people:

**Figure 2.5 - Cases by <18 years, 18-65 years and 65+ years over time**



There is, however, no similar rise in such diagnoses notable across England, with the numbers of diagnoses in children relatively static since the introduction of pillar 2 testing.

**Figure 2.6 England confirmed cases <19 years old by diagnostic pillar**



results in red / pillar 2 in blue

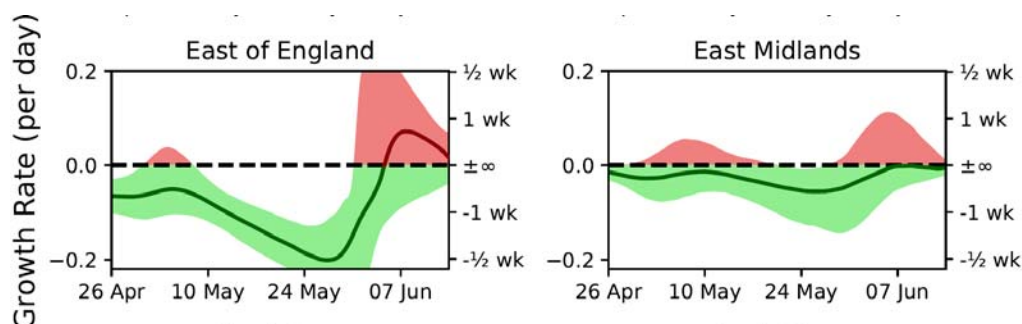
Since the beginning of June there has been good provision of primary school access for children in Leicester, with 38% of the all age school capacity now being available (we believe that secondary

access is currently still restricted to children of essential workers); and of this 94% of child-day place availability capacity is being utilised.

We have been unable to provide any analytical link to correlate this observation with any real or apparent rise in new infections in the Leicester area. However, it would seem sensible to investigate this association to exclude any evidence of the recent rise in observed case numbers being linked to a return of larger numbers of children to school at the beginning of June.

As yet unpublished ONS data analysed for growth rates and doubling times by colleagues at the University of Manchester for the contiguous East of England and East Midlands Regions are giving a soft signal of plateauing case numbers that conflict with the general decline in numbers of new infections that are being seen elsewhere in England (see figure below where the brown areas refer to increased growth).

**Figure 2.7 Growth rate per day – East of England and East Midlands**



These soft signals are also to be seen in national data from ONS at:

<https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/conditionsanddiseases/bulletins/coronaviruscovid19infectionsurveys/pilot/england25june2020>

- (1) PHE exceedance reports only identify Leicester (rising) and Bedford (plateauing) as significant trends in these regions.
- (2) There are no explanatory outbreaks in care homes, hospital settings, or industrial processes to immediately explain the apparent rise in new diagnoses to be found from searching outbreak reports and case report databases.
- (3) There are no supportive death reporting data suggestive of an epidemic dynamic that is different in the East Midlands Region to the rest of England at this time.

### Conclusions

- (1) The strongest evidence of an outbreak is given by the numbers of new infections identified in children and working age people, and rising proportion of positive tests also seen in these age groups, from late May onwards. These are trends not observed in other parts of the Midlands, or related travel areas.
- (2) Evidence for the scale of the outbreak is limited and may, in part, be artefactually related to growth in availability of testing.
- (3) If an outbreak is occurring, then care should be taken to ensure that the artificial geographical reporting boundaries do not obscure a problem that may cross the East Midlands and East of England border.

## Appendix 3 – Detailed communications brief

### 3.1 Context

Epidemiological evidence suggests that the epicentre of the protracted COVID-19 activity is in the northeast of Leicester, a deprived area with a diverse ethnic population<sup>1</sup>, and a large food processing industrial presence. Observational data and the epidemiology suggest that transmission within households, poor compliance with social distancing within the community, and workplace transmission may all be contributing to the current situation. Whilst some messaging has been deployed in the wider community and to retail, these messages are now incongruous with the ongoing nature of the COVID-19 activity, and implementation of control measures in the community has been observed to be poor. Further observation by the rapid assessment team and discussions with local community contacts has identified the need for a re-focused communications strategy reflecting the language, cultural needs and media channels used by these groups, using local spokespersons and making use of workplaces as focal points for community leadership. This approach and the actions outlined in this strategy are consistent with recent COVID-19 specific guidance produced by SAGE (see Appendix 3).

### 3.2 Key messages

- National messaging is that the situation is easing; however,
- Locally, there is a need to be clear about how and why the Leicester messaging is different to the rest of the country - what action residents should take, why, and how to make it easier for themselves/others.

#### 1. Council-owned communication channels

- 'Clear the decks' in order to gain purity of the message - only push out COVID-19 messages.
- Ensure versions of all messages are available in the languages of the local population (e.g. Gujarathi).
- Change Twitter and Facebook header images to carry 'Stay at home' message.
- Pinned Tweet/Post need to carry 'Stay at home' message.
- Message / graphic on website homepage.
- Schedule at least 4 posts a day at key times, ensure that messages are available in different languages.
- Make video/s from DPH key content on YouTube channel and cease the storytelling from Leicester Libraries in favour of more video content outlining key messages  
<https://www.youtube.com/user/leicestercouncilnews>
- Engage local community representatives to support video content in local language(s).
- Push out graphic messages on Instagram account:  
<https://www.instagram.com/leicestercitycouncil/>

#### 2. Media

- Arrange daily briefings (almost like a local version of the No.10 daily briefings). DPH to lead alongside local NHS (Regional PHE experts will also be happy to support) to consistently communicate the importance of social distancing behaviours
- Push out a stream of feature driven content to the media (DHSC central comms to provide) that can be localised:
  - Key symptoms;
  - Testing opportunities – who can get tested, how, what's it like;
  - Asymptomatic contagion – to drive isolation message if contacted;
  - How to cope in isolation - support available etc.
  - When / how to stay safe at work.
- Offer 'good news' stories to demonstrate what is being done, using case studies with people drawn from the local community.

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<sup>1</sup> ESRC Centre on Dynamics of Ethnicity (CoDE). Geographies of Diversity in Leicester. In, Local Dynamics of Diversity: evidence from the 2011 census. October, 2013.  
<http://hummedia.manchester.ac.uk/institutes/code/briefings/localdynamicsofdiversity/geographies-of-diversity-in-leicestershire.pdf>

- Arrange a managed visit to a MTU.
- Actively use media channels used by the local population, for example, Sabras Radio (<http://www.sabrasradio.com/>), Starplus TV channel (<https://www.hotstar.com/gb>)

### **3. Marketing**

- Over the weekend all paid for marketing activity in Leicester (e.g. social media, digital out-of-home media, and print) has been upweighted across all channels over the weekend into next week.
- If the alert level in Leicester is changed and / or there is a policy decision to lockdown some part or all of the city, DHSC central comms can create a 'local COVID alert for Leicester' campaign. (NB. the 'Stay Home, Save Lives' campaign featuring the red and yellow creative cannot be used).
- Draft creatives could be ready within 6 hours and it would take 24 hours to get a new campaign into the media.
- All assets would need to be made available in Gujarati, Punjabi, Bengali, Polish and alternative formats i.e. audio, video.
- The city dressing (lamp post banners etc) which currently carry the 'Great to have you back' message should be reconsidered and replaced with stronger warning messages.

### **4. Public engagement**

- Consider door drops to households in key areas; essential that materials are available in multiple languages and ideally pictorial.
- Door drop to all open shops, takeaways and other food outlets and aim for high visibility of messages where people are congregating
- Targeted BAME outreach in the North East of the City, i.e. deploy street ambassadors to support public health messaging, ideally multi-agency and including people drawn from the local community.

### **5. Business engagement**

- Brief and engage management teams of factories around which the housing in the most affected areas is clustered and where many residents work - provide messaging material for dissemination, suggest content for communications to employees and answer questions about local implementation of IPC measures and social distancing.
- Ensure people who work in or run shops or similar environments understand the COVID-secure guidelines.
- Brief and engage support functions such as the East Midlands Chamber of Commerce and the Leicester & Leicestershire Enterprise Partnership.

### **6. Influencers**

- Develop a clear narrative and brief key influencers such as:
  - Business leaders and Employers;
  - School leaders – the strongest evidence of a local outbreak is the is the number of new infections in children (many between the ages of 12 and 15);
  - Faith leaders;
  - Emergency services;
  - Sporting celebrities i.e. Leicester City Football Club, Leicester Tigers.

### **7. NHSEI comms and engagement**

- Support marketing campaign throughout primary and secondary care
- Brief and engage workforce and encourage staff to act as ambassadors

### **3.3 Evaluation**

- Essential to ensure that the audiences are receiving and acting on messages
- Develop an accompanying evaluation strategy to include:
  - Metrics on implementation of communications and messages (e.g. door drops, media plays, etc.)

- Recruit members of the community for rapid evaluation to inform the iteration of the communication strategy via virtual focus groups, interviews and or ethnography (e.g. socially distanced door knocking).
- Online / telephone population survey targeted to Leicester postcodes.

### 3.4 Background issues

- Marketing assets currently being shared do not talk to an outbreak scenario (message issue).
- Communities affected may not be able to access current comms (channel issue).
- DPH has limited availability to do proactive comms due to being ID (timing issue).
- LCC offer a fortnightly media briefing to the Leicester Mercury and BBC Radio Leicester on how services are responding to the pandemic. No data is shared.
- LCC has a close and productive working relationship with the Mercury and the outlet is well respected by the other regional media who often follow the Mercury's lead on stories.
- Many local communities only get their information from foreign media such as Savros Radio.
- There is significant media interest/enquiries about outbreaks, particularly those involving workplaces.
- Static posts accounts (see **Appendix 2**) are being shared on LCCs Facebook and Twitter and have been shared with partners. There is no COVID related content on LCCs Instagram account.
- A video message from the DPH has been produced (2 days ago), posted onto LCCs YouTube channel and shared via LCCs Facebook and Twitter accounts:  
<https://www.youtube.com/watch?v=x-MQa4oE7Yw&feature=youtu.be>
- Information went out in the Your Leicester e-newsletter.  
<https://your.leicester.gov.uk/t/3WAY-15B9O-19ZIK0ZJ87/cr.aspx?v=0>
- Website homepage carries web banner:  
<https://www.leicester.gov.uk/>
- All the specific actions taken by Leicester City Council are outlined in the Communications / Community Engagement Workstream report, presented to the IMT on 24.6.20

### 3.5 Immediate actions taken by PHE

- Briefed the Leicester Mercury (26.6.20) to advise that it's not possible to provide details of individual outbreaks but that we want to work with them to convey the wider city picture – supplied a line for them to use in response to tip off's from the public.
- All paid for marketing activity in Leicester has been upweighted across all channels over the weekend into next week, for example:
  - On Instagram and Facebook we will reach 99% of users at a frequency of over 4 today and tomorrow.
  - 2-page adverts booked in the Leicester Mercury from Monday to Wednesday (which can be extended) plus in the surrounding weekly papers.
  - Digital out-of-home is upweighted from Monday.
- Already have strong BAME media presence but looking at upweighting that from next week.

Below are links to relevant parts of the social distancing, symptoms and testing campaigns supplied to LCC by Alison Sail (PHE Regional Marketing Manager - Midlands and East) o19.6.20:



## Social distancing

Basic infection prevention and control measures including hand hygiene and social distancing materials can be found at the links below as part of the Stay Alert campaign. The simpler, graphical assets previously mentioned and which were produced for Nottingham are also available here in the web banners and digital screens – these are referenced on the CRC as ‘icon creative’ and include the examples below.

<https://coronavirusresources.phe.gov.uk/stay-alert-to-stay-safe-/resources/additional-social-media/>

<https://coronavirusresources.phe.gov.uk/stay-alert-to-stay-safe-/resources/additional-social-media/>

## Symptoms

Materials for symptoms are available at these links:

<https://coronavirusresources.phe.gov.uk/Symptoms/resources/social-media-resources/>

<https://coronavirusresources.phe.gov.uk/Symptoms/resources/Digital-Screens/>

<https://coronavirusresources.phe.gov.uk/Symptoms/resources/posters/>

<https://coronavirusresources.phe.gov.uk/Symptoms/resources/alternative-resources-symptoms/>

## Testing

Materials to encourage testing are available at these links including (1<sup>st</sup> in the list) animated video:

<https://coronavirusresources.phe.gov.uk/Test-and-Trace/resources/additional-social-media/>

<https://coronavirusresources.phe.gov.uk/Test-and-Trace/resources/digital-ooH/>

<https://coronavirusresources.phe.gov.uk/Test-and-Trace/resources/social-media-resources/>

<https://coronavirusresources.phe.gov.uk/Test-and-Trace/resources/alternativeresources/>

Coronavirus tweets: updated 24 June (translations needed):

1. Remember: the risk of catching #coronavirus is much less, if you're 2 metres away from an infected person than if you're 1 metre away. Until the number of cases in #Leicester comes down, please be extra cautious and continue to keep 2 metres apart from people you don't live with.
2. Following a spike in positive results in #Leicester, it's important that we take extra care to protect ourselves and others from #coronavirus. Please continue to keep 2 metres apart from those you don't live with, limit your contact with others and wash your hands regularly
3. If you have symptoms of #coronavirus, or you've been in close contact with someone who has, please get tested as soon as you can. Book your test online at [nhs.uk/ask-for-a-coronavirus-test](https://nhs.uk/ask-for-a-coronavirus-test) or call 119. Testing sites now open at Birstall P&R, Spinney Hill park and Evington leisure centre.
4. Following a spike in positive results in #Leicester, we've set up a #coronavirus test centre in Spinney Hill Park. If you have symptoms, please get tested as soon as you can. It's best if you book your test online at [nhs.uk/ask-for-a-coronavirus-test](https://nhs.uk/ask-for-a-coronavirus-test), or call 119 to arrange a time.
5. If you've tested positive for #coronavirus, you must stay at home for at least 7 days from when your symptoms started. People in your household need to stay at home for 14 days to stop the spread of the virus. If you still have symptoms, stay at home until you feel better.
6. The coronavirus pandemic isn't over yet so please remember that you can't visit other people in their homes, or meet in an indoor space, unless you've formed a bubble with them. Take extra caution and limit your contact with others to stop the spread of the virus in #Leicester.
7. Got an appointment for a #coronavirus test? Please remember to bring photo ID, a face covering and the verification code you received when booking your test. Find out more about the mobile test unit in #Leicester's Spinney Hill Park here: [bit.ly/2NtJqri](https://bit.ly/2NtJqri)
8. We're increasing our #coronavirus testing capacity in #Leicester, with a new drive-up test centre opening in Victoria Park from tomorrow (Thursday 25 June). If you have symptoms, or you've had close contact with someone with the virus, please call 119 to book your test.

### 3.6 Overview of the SPI-B principles of effective guidance development and implementation

*Provide a culturally appropriate and credible rationale*

- Transparency and Legitimacy: Provide a clear, convincing explanation of why guidance is necessary and for the good of the community as a whole, along with the scientific evidence base to support this claim.
- Equality and Equity: Ensure guidance is fair and feasible for all sectors of the community.
- Clarity: Ensure guidance is precise, detailed, reasonable and consistent.

*Engage the community*

- Co-creation: Involve all sectors of the community, and all relevant agencies, in developing and implementing policies through guidance.
- Planning: Allow time for all sectors of the community to plan for implementing guidance.
- Feedback: Monitor and report impact of guidance changes using trusted measures. This would should be supported by local community consultation mechanisms where available.

*Enable adherence*

- Scaffolding: Harness existing organisational structures, policies and processes.
- Environmental enabling: Re-design environments (e.g. shared spaces) to make adherence possible.
- Resource Enabling: Provide practical support (e.g. financial/logistical) to ensure all sectors of the community can adhere.

Further details of these principles are provided in the SPI-B paper entitled, “Behavioural principles for updating guidance to minimise population transmission<sup>2</sup>. These principles are based on theory and evidence compiled by SPI-B, which has been published in a peer-reviewed journal<sup>3</sup>.

#### IMT Workstream Report Update

**Workstream:** Communications / Community Engagement

**Date:** 24/06/20

**Leads:** Miranda Cannon / [REDACTED]

##### **Progress update / activities completed:**

- Press release referring to spike and giving general advice issued Thurs 18 June
- DPH Ivan Browne gave media interviews to BBC East Midlands Today, ITV Central News, BBC Radio Leicester, GEM 106 FM, Leicester Mercury, Fri 19 June
- Social media posts – Twitter and FB issued Fri 19 June
- Information on MTU from City Mayor shared with community and faith leaders on WhatsApp and social media, Sat 20 June
- Press release on opening of Spinney Hill MTU issued Sun 21 June
- Social media posts – Twitter and FB issued Sun 21 June and every day subsequently
- Briefing given by City Mayor to Labour Group councillors, Mon 22 June
- Update to schools issued in schools’ daily newsletter with follow up briefing, Mon 22 June
- Produced signage for mobile test centre, Mon 22 June
- Media briefing on local situation and MTU given to BBC Radio Leicester and Leicester Mercury on Tues 23 June by City Mayor
- City Mayor gave interview to BBC East Midlands Today on Tues 23 June
- Key messages and updated social media posts prepared and signed off, Tues 23 June (attached)
- Lead item in Your Leicester e-newsletter issued Tues 23 June – goes to 60k+ subscribers

<sup>2</sup> See:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/895857/S0539 Behavioural principles for updating guidance to minimise population transmission.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/895857/S0539_Behavioural_principles_for Updating_guidance_to_minimise_population_transmission.pdf)

<sup>3</sup> Bonell C. et al. Harnessing behavioural science in public health campaigns to maintain ‘social distancing’ in response to the COVID-19 pandemic: key principles. Journal of Epidemiology and Community Health. 08 May 2020. doi: 10.1136/jech-2020-214290.



<ul style="list-style-type: none"> <li>• Information on test sites added to main Coronavirus webpage on Council website <a href="https://www.leicester.gov.uk/your-council/coronavirus/">https://www.leicester.gov.uk/your-council/coronavirus/</a></li> <li>• Created website page for business advice and guidance on reopening and public advice for staying safe</li> <li>• Produced and distributed 'Advice and Guidance for Reopening' document</li> <li>• Produced Queue Management with Social Distancing document</li> <li>• Produced lamppost wraps for city centre and neighbourhoods with safety messages</li> <li>• Produced bin stickers for city centre and neighbourhoods with safety messages</li> <li>• Produced safety signage for council buildings with Estates and Buildings to prepare for reoccupation by workforce</li> <li>• Coordinated safety artwork for highways and transport</li> <li>• Health Scrutiny meeting received a briefing on Tues 23 June</li> <li>• Updated messages shared with LRF, LPT, PHE, UHL and CCG, Tues 23 June</li> <li>• Update given to LRF Media and Comms Cell meeting and partners asked to share and amplify the Leicester specific messages, Tues 23 June</li> <li>• City Mayor gave interview to BBC Radio Leicester at 7am on Wed 24 June</li> <li>• Provided advice on local outbreak communications to other authorities</li> </ul>
<p style="text-align: center;"><b><u>Planned activities:</u></b></p> <ul style="list-style-type: none"> <li>• Advice message specific to the area to be recorded with Deputy City Mayor Cllr Piara Singh-Clair in Punjabi and Hindi, Wed 24 June, for use on community radio</li> <li>• Advice message specific to the area to be recorded in Urdu with Chair of Muslim Burial Council, Wed 24 June for use on community radio</li> <li>• General advice and warning to be cautious interview to be recorded with DPH Ivan Browne for use on social media, Wed 24 June</li> <li>• Social media messages around booking at MTU to continue this week</li> <li>• More detailed social media on stricter messaging – stay 2 metres apart, strictly limit contact with others, protect yourself and your family, start Wed 24 June</li> <li>• Updated message from City Mayor to be shared with community contacts/leaders for us on WhatsApp and social media, Wed 24 June</li> <li>• Updated message from City Mayor to be shared on City Mayor Twitter account, Wed 24 June</li> <li>• Email and staff newsletter to go out to LCC senior managers, Trade Unions and LCC staff, Wed 24 June</li> <li>• CCG to facilitate messages from GPs via text messaging and support messages via community networks</li> <li>• CCG Chair to also support community messaging via community radio</li> <li>• Key messages to be translated into 5 community languages for use on social media and via WhatsApp</li> <li>• Produce new document on COVID-19 Advice and Guidance for Reopening to support 4 July businesses reopening</li> <li>• More on-street public safety messaging being deployed eg lamppost wraps, floor stickers etc</li> <li>• Continue to update and add to the main coronavirus information website pages on leicester.gov</li> <li>• Continue work to produce safety signage for council buildings and other assets eg parks</li> </ul>
<p style="text-align: center;"><b><u>Issues/risks:</u></b></p> <ul style="list-style-type: none"> <li>• Some delay to sign off to key messages to consider implications of Government announcements – sign off now complete</li> <li>• City Mayor requests messages are put into context in terms of this being “based on a limited number of tests and a comparatively small increase in positive results”</li> </ul>
<p style="text-align: center;"><b><u>Decisions required from IMT:</u></b></p> <ul style="list-style-type: none"> <li>• Postcode data to identify possible requirements for further targeted activity</li> </ul>

**Additional information:****Social media stats:****LCC Facebook**

<b>Date</b>	<b>Post</b>	<b>Reach</b>	<b>Interactions</b>
19.06.20	Rise in City Cases	13,144	320
16.06.20	Latest cycle lanes	12,354	312
21.06.20	New testing site	8,218	1,219
22.06.20	New testing site	4,424	245
17.06.20	New cycle lanes	4,090	93

**Twitter**

<b>Date</b>	<b>Post</b>	<b>Reach</b>	<b>Interactions</b>
21.06.20	New testing site	13,003	786
17.06.20	Cycle Lane	11,207	893
21.06.20	Coronavirus still in Leicester	10,650	360
21.06.20	Evington testing	9,103	149
19.06.20	Evington Testing	9,007	612