

**PURPOSE OF REPORT**

This report provides an overview of resilience matters pertinent to the Council. The report covers the period from 1 April 2024 to 31 March 2025.

**PERFORMANCE HEADLINES**



**Incident Response**

**66**

Incidents responded to.

Including evacuations, severe weather, utility failures, school lockdowns, IT/Cyber, etc.



**Hazard Warnings**

**185**

New hazards entered on the database.

Residents and properties that pose a potential risk to Council Officers working in the district.



**Exercises**

**24**

Exercises planned, delivered and attended.

Themes such as severe weather, business continuity, fuel, lockdown, evacuation, health, community disorder, etc.

**Training Delivered**

**34**

Training sessions delivered.

Themes including lockdown, evacuation, ResilienceDirect, command structures, role specific training, etc.



**Advice to Schools**

**500+**

Responded to over 500 calls/emails from schools relating to emergency planning, emergency response and off-site educational visits

Schools and other settings provided with emergency planning advice and support **(in and out of hours)**.



**Educational Visits**

**810**

Adventurous and/or residential educational visits approved.

Schools continue to run safe off-site educational visits, delivering high quality outcomes for pupils.

## KIRKLEES LOCAL CONTEXT

CORE  
DUTY  
01

### RISK ASSESSMENT

- Reviewed the Kirklees risk assessments in line with the National Security Risk Assessment.
- Reviewed template risk assessments to assist schools to plan and deliver safe educational off-site visits.
- Consulted on the risk assessments for both schools delivering off-site educational visits and event organisers delivering community events within the Kirklees District.
- Undertook planned and dynamic risk assessments at single and multi-agency levels in response to emergencies and events.
- Supported the work of the Corporate Risk Management Team by ensuring that, where possible, the Emergency Planning Team work programme mitigates corporate risks.
- Redesigned the risk assessment process for planned events going through the Kirklees Safety Advisory Group.
- Reviewed several West Yorkshire Resilience Forum risk assessments alongside the National Security Risk Assessment.
- Carried out Personnel Security Maturity Assessment for the Council to assess risks linked to insider threat.

CORE  
DUTY  
02

### CO-OPERATION

- Worked with council services and multi-agency partners, 24/7, in the response to and recovery from emergencies and planned events impacting health, communities, education, the environment, council service delivery, etc.
- Continued to support Locala in accordance with the long-standing Emergency Preparedness, Resilience and Response (EPRR) service contract.
- Agreed a new EPRR contract with Local Care Direct and undertook work to support the organisation with its EPRR.
- Worked with IT and governance to support their external assurance audits.
- Arranged and facilitated the Kirklees District Pre-Winter Assurance Meeting (Council and local partners).
- Continued to work with council services as well as and local, regional and national partners to roll out Martyn's Law.
- Worked with the West Yorkshire Resilience Forum to review multi-agency plans, deliver exercises, respond to emergencies, etc.
- Delivered multi-agency exercises with Kirklees district emergency response partners from sectors, including emergency services and health and social care, to test plans, network, and understand the roles, responsibilities, capabilities, and interdependencies of each other.

CORE  
DUTY  
03

## INFORMATION SHARING

- Chair, and active members of several Kirklees Council and multi-agency meetings, including the Kirklees Severe Weather Board, Safety Advisory Group and West Yorkshire Resilience Forum meetings.
- Actively use ResilienceDirect and other electronic platforms to share information with council teams and partners in emergency planning, response and recovery, and for workstreams inc. the Safety Advisory Group and Martyn's Law.
- Co-ordination and facilitation of regular Kirklees Emergency Planning Group meetings to share risk and planning information with appropriate Council Teams and local partners.
- Reviewed and shared plans and policies relating to emergency planning, business continuity and school offsite visits.
- Co-ordinated the business continuity resilience reporting process, which provides a mechanism for strategic level organisational oversight, and assists with the management of service delivery issues and pressures across the organisation.
- Co-ordination of Martyn's Law workstreams and circulation of national and regional updates to member organisations and local businesses. This includes a partner web page and a page for schools on Kirklees Business Solutions.
- Lead debriefs and regularly share best practice and learning from incidents and exercises with appropriate council teams and partner organisations.
- Assisted in the development of a crisis communications approval/sign-off process for elected members.

CORE  
DUTY  
04

## EMERGENCY PLANNING

- Provided a 24/7 emergency response function, responding to a range of incidents, including severe weather events, evacuations, utility disruptions, community safety issues, etc. Where appropriate, emergency plans were activated, and command and control structures were established.
- Facilitated the multi-agency planning for council events and, where appropriate, wrote tactical plans and provided staff to work in event delivery roles (inc. Remembrance Sunday).
- Emergency Preparedness, Resilience and Response assurance submitted with substantial compliance.
- Maintained the Kirklees Major Incident Plan and its associated chapters (e.g. Severe Weather Plan, Mass Fatalities and Excess Deaths Plan, Animal Health Plan, Outbreak Plan, Community Recovery Framework, etc).
- Developed and tested new response plans and procedures including a framework for the response to a major IT outage and council building invacuation, lockdown and run hide tell procedures.
- Reviewed, trained staff and exercised the Operation London Bridge Plan (death of the King).
- Ran and attended several exercises to test council, and partners plans and arrangements (themes included terrorism, Emergency Preparedness, Resilience and Response, evacuation and rest centres, ResilienceDirect, business continuity, severe weather, recovery, lockdown, fuel disruption, etc.). Appropriate Teams and partners were invited to exercises, inc. the Kirklees Communications Team and Governance Team, who can advise and assist on political engagement, messaging, and communications.
- Delivered several training sessions to council officers and partners (themes included ResilienceDirect, evacuation, emergency planning, business continuity, lockdown, logging, flood spotting, command structures, educational visits, role specific training etc.).
- Team members are qualified drone pilots and used the drone in both emergency response and to assist other council teams to inspect damaged assets and understand risk.
- Debriefed incidents that required an enhanced response and monitored the completion of actions against deadlines.
- Maintained the Council Threat Level Policy and the security culture plan.
- Represent the council at the national fuel disruption planning group (deputy chair for this group).
- Began to review the emergency planning e-learning package.
- Reviewed learning from Grenfell and introduced systems and processes to improve safety across Kirklees.
- Recruited additional emergency volunteers and maintained council's emergency volunteer's database.

CORE  
DUTY  
05

## BUSINESS CONTINUITY MANAGEMENT

- Continued to tactically advise and support the Corporate Business Continuity Team and facilitate its processes (such as the monthly resilience reporting process that collates information on service delivery and pressures across the organisation).
- Worked with IT and the Data and Insight Team to make business continuity reporting more dynamic and reflect the ongoing management structure changes within the Council.
- Continued to advise and assist council teams and partner organisations to write, review, maintain, store, and share their business continuity plans and supporting arrangements.
- Continued to work with teams across the Council to improve business continuity response and recovery arrangements, through training, exercising, and debriefing. This includes the development of a suite of exercises, which are available on the intranet to for Teams to test their own plans.
- Reviewed the Corporate Business Continuity Framework.
- Continued to progress the roll out of a revised business continuity programme across the organisation. The focus going forward will be to further embed business continuity throughout the organisation.
- Provided business continuity advice and assistance to council teams and partners following a range of business disruptions, including utility loss, IT disruptions, staffing issues, and resourcing issues.

CORE  
DUTY  
06

## COMMUNICATING WITH THE PUBLIC

- Worked with the Council and partners communication teams to ensure timely and appropriate messages were cascaded during emergencies and business disruptions.
- Reviewed the emergency planning pages on the public facing Kirklees website, and on the intranet.
- Reviewed the suite of community resilience literature (on themes including evacuation, flooding, winter driving, and business continuity).
- Took part in the national 30 days 30 ways initiative to improve community resilience.
- Continued to create and share a regular Martyn's Law newsletter and other relevant communications with community groups.

CORE  
DUTY  
07

## ADVICE TO BUSINESSES

- Continued to promote community resilience literature to businesses (inc. the 10 Minute Business Continuity Plan).
- Continued to create and share a regular Martyn's Law newsletter and other relevant communication with businesses.
- Roll out of virtual designated fuel station manager training.

CORE  
DUTY  
08

## OTHER

- Advised and assisted schools in their planning of educational visits, trained visit leaders and educational visit co-ordinators, and authorised residential visits, and/or visits with adventurous activities.
- Planned and delivered two multi-agency school lockdown workshops for educational establishments across the district.
- Supported multi-agency exercises as required.
- Supported other council teams to debrief planned events.
- Continued to chair Kirklees Safety Advisory Group. Began to develop an online booking portal for event organisers to centralise the booking system.
- Maintained a toolkit and continued to plan for the response to a national power outage or rolling power outages.
- Represented Kirklees Council at national level meetings relating to our roll out of Martyn's Law. We are being held as one of the areas of national best practice and have been invited to several national events to share our methodologies and processes.
- Representing the national local authority 'brainstorm' sessions to support development of national guidance for local authorities.

FL

## FORWARD LOOK

- Maintain an oversight of Kirklees Council's resilience and response capabilities during current budgetary pressures, amending plans and arrangements accordingly.
- Continue to roll out the revised business continuity programme across the organisation and create a new assurance procedure to ensure all teams within the Council review and test plans annually.
- Deliver bespoke training and exercising for key teams across the Council including Homes and Neighbourhoods, Elections and IT.
- Continue to Chair the Kirklees Safety Advisory Group and develop its processes.
- Continue to strengthen the link between emergency planning, business continuity and cyber.
- Continue to roll out Martyn's Law and focus on getting those to be impacted by the act ready for the implementation. This will include testing, exercising and the development of qualifying activity toolkits.
- Continue to support Locala and Local Care Direct, under contract, with their emergency preparedness, resilience and response.
- Continue to review risk assessments and emergency plans.
- Continue to review and maintain the Councils Security Culture Plan and threat level assessment.
- Progress learning from the Personnel Security Maturity Assessment. Complete the new Security culture audit tool.
- Complete and roll out event booking portal with associated guidance.
- Complete and roll out new emergency planning e-learning package for Council staff.
- Continue to maintain and test the toolkit for the response to a national power outage.
- Continue to develop the use of ResilienceDirect to support information sharing and joint working.
- Continue to plan and deliver training and exercising with council staff and multi-agency partners (inc. a high-rise fire exercise).
- Complete the 2025 NHS Emergency Preparedness, Resilience and Response assurance process.
- Live Exercise of Colne Valley Leisure Centre as an evacuation centre.
- Work with the Communications Team to improve and disseminate community resilience (particularly during the 30 days 30 ways campaign, and at specific times of year such as summer and winter).
- Continue to maintain the EVOLVE system for off-site educational visits, support schools and train their staff.
- Maintain an overview of upcoming Civil Contingencies Act amendments, and possible new legislation, ensuring that Council arrangements and procedures remain compliant.
- Monitor the rollout of the new National Resilience Academy and engage with it where appropriate.
- Review Annual IIA to give assurance that plans and arrangements in place are in line with equality and diversity requirements.

WY  
NC

## WEST YORKSHIRE/NATIONAL CONTEXT

- Continue as active members of the West Yorkshire Resilience Forum (the team Chair, or deputy chair two sub-groups).
- Complete national Emergency Preparedness, Resilience and Response assurance.
- Continue to support IT and Governance with their annual assurance schemes.
- Continue to develop plans and arrangements for the response to a national power outage.
- Maintain an oversight of the resilience and response capabilities of partner organisations and amend plans and arrangements accordingly.
- Continue to Deputy Chair the National Fuel Resilience Group.
- Continue to support the National ResilienceDirect Development Group and its working groups.