



Open Report on behalf of Mark Baxter, Chief Fire Officer

Report to:	Public Protection and Communities Scrutiny Committee
Date:	30 January 2024
Subject:	Lincolnshire Local Resilience Forum Business Plan 2023-2026

Summary:

This report provides a summary of the Lincolnshire's Local Resilience Forum (LRF) Business Plan 2023-26 that outlines the strategic objectives that are to be delivered over the next three years with the structures and roles that are in place to achieve this.

Actions Required:

Members of the Public Protection and Communities Scrutiny Committee are invited to:

1. Review and comment on the contents of this report.
2. Agree to receive an annual update of progress against the LRF Business Plan 2023-26.

1. Background

The purpose of the LRF process is to ensure effective delivery of those duties under the Civil Contingencies Act 2004 that need to be developed within a multi-agency environment and individually as a Category 1 responder.

The LRF delivers a compilation of agreed risk profiles for the area, through a Community Risk Register and a systematic, planned and co-ordinated approach to encourage Category 1 responders, according to their functions, to address all aspects of policy in relation to:

- risk;
- planning for emergencies;
- planning for business continuity management;
- publishing information about risk assessments and plans;
- arrangements to warn and inform the public;
- other aspects of civil protection duty, including the promotion of business continuity management by local authorities;

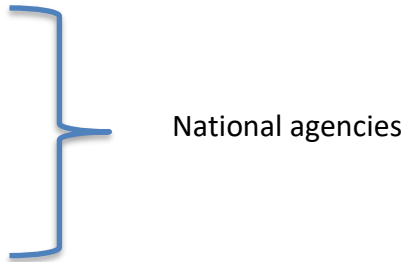
The LRF supports the preparation by all or some of its members multi-agency plans and other documents, including protocols and agreements and the co-ordination of multiagency exercises and other training events.

The LRF is made up of **Category 1** agencies as defined by the Civil Contingencies Act 2004. For Lincolnshire these are:

- Local Authorities (County and Districts)
- Lincolnshire Fire and Rescue
- Lincolnshire Police
- EMAS
- United Lincolnshire Health Trust
- Lincolnshire Community Health Services
- Lincolnshire Partnership Foundation Trust



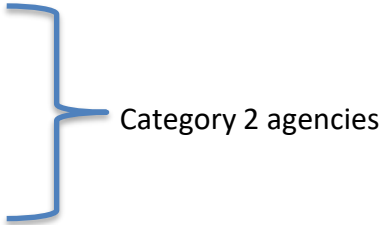
- Integrated Care Boards
- UK Health Security Agency
- NHS England
- HM Coroner
- Environment Agency
- British Transport Police



- Lincolnshire Internal Drainage Board – *They are not Category 1, but due to risk within Lincolnshire form part of our LRF.*

The LRF is supported by **Category 2** agencies and other relevant agencies as defined by the Civil Contingencies Act 2004. For Lincolnshire these are:

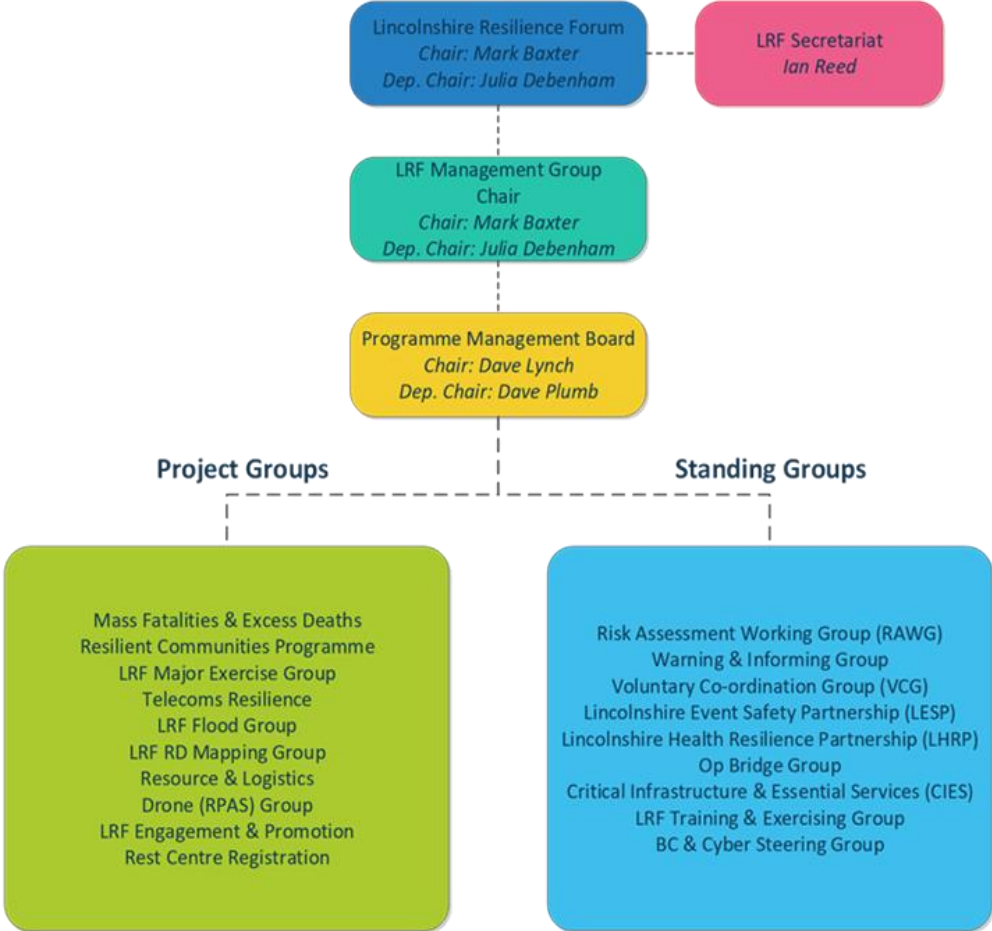
- National Highways
- Anglian Water
- Northern Power Grid
- East Midlands Trains
- Met Office



- British Red Cross (representing Voluntary Sector)
- HM Prison Service
- Ministry of Defence Liaison
- Department for Levelling Up, Housing and Communities



The structure that is operating to deliver the outcomes of the business plan is as follows:



Lincolnshire’s LRF business plan 2023-26

The business plan for the next three years will give focused direction to build on a strong continuous improvement ethos that is embedded within Lincolnshire’s LRF. Since the pandemic, recognition of the value LRFs have and the vital role in ensuring communities are best prepared and able to respond to major incidents and emergencies has put Lincolnshire LRF at the forefront of leading our communities to enable recovery as effectively as possible.

To deliver against the strategic aim, there are five objectives that will be delivered by and measured against through an annual plan. The vital role of the LRF Management Team and the Programme Management Board will have oversight and scrutiny to create transparent accountability of progress which enables flexibility to respond to emerging risks.

Strategic Aim:

To establish and maintain effective multi-agency arrangements to respond to major incidents and emergencies, minimise the impact of those emergencies on the public,

property and environment of Lincolnshire and to satisfy fully the requirements of the Civil Contingencies Act'. (CCA)

Strategic Objectives 2023-26:

- To mitigate, as far as reasonably practicable, the risks identified within our Community Risk Register (CRR) that support the National Security Risk Assessment and our Strategic Aim.
- To support a 'whole societal' approach to preparation, response and recovery from major incidents and emergencies within our communities.
- To ensure the LRF is able to activate the appropriate supporting structures that are flexible and agile to prepare, respond and recover for a major incident or emergency.
- To support the principles of the Stronger LRF Programme and align to the three pillars of Leadership, Accountability and Integration.
- To identify lessons from previous events and exercises both locally and nationally and translate into evaluated improvement.

Currently there are nineteen key deliverables (identified within the attached Business Plan 2023-26 at Appendix B) that outline how the strategic objectives are to be met over the lifecycle of the business plan.

Underpinning this strategy and reflecting a common desire of the LRF to create a more effective partnership, a clear 'philosophy' for developing resilience in Lincolnshire has been established:

- Using the risks identified from the National Security Risk Assessment which form our Lincolnshire community risk register as the 'commissioning tool' for everything the partnership does.
- Embedding emergency planning and business continuity within our organisations.
- Developing cost effective services, including joint working and collaboration.
- Delivering proportionate and timely responses to manage the consequences of emergencies, or any incident where multi-agency coordination adds value to the communities of Lincolnshire.
- Ensuring the appropriate level of commitment for each function.
- Managing business to make the best use of partnership time.
- Supporting communities to become more prepared, resilient and informed.

Following the review of the National Strategic Risk Assessment (NSRA) and Lincolnshire's community risk register the following risks are identified.

The Top risks in Lincolnshire:

- East coast flooding
- Fluvial and surface water flooding
- Pandemic
- Outbreak of an emerging infectious disease

- Severe weather
- Loss of gas or electricity
- Cyber attacks
- Malicious attacks

To ensure that all partners, working groups and projects have a clear understanding of where and why workstreams are commissioned, it is expected that any work will meet one or more of the strategic objectives before it is considered by the Programme Management Board. These workstreams will also form part of an annual report submitted to the LRF on progress being made against the objectives.

LRF Governance and Performance Management

The LRF will measure and deliver its strategic aims and objectives through a variety of complementary and inter-dependent methods and tools. These will be managed within the governance arrangements for LRF meetings and the Programme Management Board's Work Schedule. Performance will be evidenced by the collation of relevant measures from:

Internal Measures:

- Strategic objectives and deliverables.
- LRF Business Processes (recorded minutes/actions).
- Programme Management Board quarterly project progress reports.
- Civil Contingencies Act (CCA) performance management, self-assessments and peer reviews.

External Measures:

- DLUHC Lincolnshire LRF Delivery Plan.
- Cabinet Office National Resilience Standards.
- Compliance with the Code of Good Practice for Local Resilience Forums (includes the 'Expectations and Indicators of Good Practice' set).
- External Validation Programme or quality assurance processes for individual plans.

Stronger LRF Programme

The UK Government Resilience Framework (UKGRF) has set a clear ambition to significantly reform the delivery of local resilience in England. Central to this ambition is strengthening of the roles and responsibilities of LRFs.

To enable this, UKGRF launched the Stronger LRF Programme that is built across three core areas: leadership, accountability, Integration.

Lincolnshire LRF has been engaged with DLUHC (Department for Levelling Up, Housing and Communities) through this programme and it is recognised that the established structure within Lincolnshire LRF is already leading practice and is delivering effectively against the Resilience Framework.

However, Lincolnshire LRF does recognise that there is an opportunity for greater transparency of the work the LRF delivers, particularly outside of emergency response, and also opportunities for greater scrutiny and assurance.

This report is designed to provide greater transparency of LRF workstreams with the proposal to bring an annual report on progress to this Scrutiny Committee which will enhance the accountability for the LRF.

To enable the delivery of the functions of the LRF, funding is provided directly to the LRF. As the LRF is a standalone entity, this funding does not form part of Lincolnshire County Council (LCC) finances, but the LRF is supported by LCC as the financial governance body that enables the financial transactions and management required.

In December 2021, the Secretary of State for the Department for Levelling Up, Housing and Communities (DLUHC) announced a three-year funding settlement for Local Resilience Forums. Lincolnshire receives approximately £173,000 per annum. It should be noted that this funding is due to be reviewed in 2025 which may have implications or result in budget pressures for the LRF as it will only be year two of this strategy and business plan.

The above funding was always provided in addition to existing funding mechanisms within LRFs. In Lincolnshire, 13 LRF Category 1 Responder partners also contribute towards the LRF, each providing £5,000 and totalling £65,000, resulting in a combined income of approximately £238,000.

When additional core funding was made available to LRFs, most LRFs recruited staff to provide Secretariat and other key posts. In Lincolnshire, these posts are carried out by the Emergency Planning Team. The LRF fund a full time LRF Project and Training Officer, an LRF Project Support Officer and contribute towards Secretariat provision and additional hours for the Warning and Informing Chair which amounts to approximately £113,000.

There are also numerous oncosts which the LRF has committed to as part of project work which includes subscriptions, data licences and software agreements. These total approximately £50,000 making a total outlay of £163,000. If central funding were to cease at the end of year two of this plan, this would cause significant budget pressure which would require review and action.

The LRF Secretariat is required annually to prepare an LRF Delivery Plan for DLUHC which outlines how funding will be spent. There is a further requirement to report quarterly against the delivery plan.

Key Projects

Lincolnshire LRF was successful in obtaining additional funding to deliver five key projects that supports the delivery of the strategic objectives. This funding was provided directly from DLUHC to the LRF and equated to £235,000.

The four projects that Lincolnshire LRF has undertaken are:

Drone Project

Two drones have been purchased and the first three pilots from the team have passed both their theory and practical Civil Aviation Authority exams. The drones allow us to conduct pre-emergency planning and survey work but can be used alongside police drones during large scale incidents if necessary. <https://sitescan-eu1.arcgis.com/share/4f9a6d0f-9670-42dc-9865-330ae91bfe6d>

LRF Mapping Project

This is a creation of datasets of individual risk information that is updated and presented on an interactive mapping system. This can live view tracking of deployed door knockers along with other live streams from identified locations during live events. This can also be linked to drone footage.

LRF Engagement and Promotion Project

The creation of a new website, that was launched in September 2023, gives access to the public on critical information to help themselves and businesses to be prepared, be able to respond and recover from major emergencies. [Lincolnshire Resilience Forum – Your guide to preparing for emergencies](#)

Rest-Centre Registration

This is the creation of an alternative way to take forward digital registration for evacuees and the ability to share this information securely with police casualty bureaus and similar during times of emergency.

2. Conclusion

The production of the Lincolnshire LRF business plan 2023-26 gives a clear programme of work over the next three years to continue the multi-agency preparedness and response to support the mitigation of risks for the people and businesses of Lincolnshire.

The plan ensures that there is appropriate scrutiny and accountability of the LRF in terms of delivering against its statutory duties and supports the recognition that LRFs are playing more vital roles in responding to the current and future risks of the County.

The governance and oversight that is recommended with the business plan, through existing LRF meetings and the proposed annual report to be presented at the Public Protection and Communities Scrutiny Committee, will provide the transparency, accountability and oversight that is recommended through the Stronger LRF Programme.

3. Consultation

a) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire LRF Business Plan 2023-26

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Mark Baxter, Chief Fire Officer, at Mark.baxter@lincolnshire.gov.uk and Ian Reed, Head of Emergency Planning & Business Continuity at Ian.Reed@lincolnshire.gov.uk