



**LINCOLNSHIRE RESILIENCE FORUM  
STRATEGY & BUSINESS PLAN  
2023-2026**

**September 2023**

## **FOREWORD**

Welcome to Lincolnshire's Local Resilience Forum Business Plan 2023-26. Our LRF continues to grow from strength to strength in delivering against our strategic aim of being able to effectively respond to major incidents and emergencies, through innovation and increased partnership working that puts our communities at the heart of our thinking. I would like to take this opportunity to thank all of our LRF partners for your commitment and support and for the leadership within our dedicated Secretariat Team that, together, continues to evolve to meet the current and future risks and needs of the County of Lincolnshire.

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

To deliver against our strategic aim, we have created five objectives that will be delivered by and measured against through an annual plan. The vital role of our 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.

We have an LRF that is often looked upon as leading practice, and that is something we should all be rightly proud of. That is achieved through your leadership and commitment to partnership working which I am always grateful for and appreciative of the support we give to each other for the benefit of the people of Lincolnshire.

**Mark Baxter, Chief Fire Officer  
Chair of the LRF**

With the publication of the UK Government Resilience Framework (UKGRF) in December 2022 the Government sets out a new strategy, officially making resilience a national endeavour for the first time - and it will fundamentally strengthen the Government's approach to risks.

A new 'whole of society' approach to emergency planning encourages individuals, businesses and other organisations to play their part in building resilience across the UK. The Government will make better use of data and external challenges to build a more robust understanding of the country's strengths and weaknesses, and share this information to ensure that every group with a part to play in national resilience is empowered to do so. By bringing together all levels of government, critical national infrastructure operators, the private sector, the public and all parts of civil society through improved data and communications, the UK will be better placed to prepare for, respond to and recover from, a range of risks and hazards - such as extreme weather, terrorism and pandemics.

The National Security Risk Assessment (NSRA) methodology was refreshed earlier in 2022 to ensure it was fit for the future - looking at a longer timescale and using the widest possible range of data and insight alongside external challenges. Both the UKGRF and NSRA have informed the drafting of the Lincolnshire LRF Strategy and Business Plan which looks to build on the national intent and with the support of the Multi Agency partnership that is the Local Resilience Forum ultimately develop and improve the resilience of the people, businesses, and communities of Lincolnshire.

**Neil Reid  
Strategic Resilience Advisor (Midlands), Resilience and Recovery Directorate (RED)**

**CONTENTS**

FOREWORD.....2

BACKGROUND.....4

LRF STRATEGY & BUSINESS PLAN FOR 2023-2026 .....5

    LRF Strategic Aim & Objectives.....6

    The Top risks in Lincolnshire.....7

    A New Approach for 2023-2026: .....7

    LRF Governance & Performance Management.....7

    LRF Budget .....8

    LRF Communication strategy.....8

*Internal Communications*.....8

*External Communications*.....8

LRF STRUCTURE CHART .....9

LRF MANAGEMENT STRUCTURES, ROLES AND RESPONSIBILITIES, AND SCHEDULE OF WORK.....9

    The Lincolnshire Resilience Forum (LRF) .....10

    LRF Management Group.....10

    Programme Management Board (PMB).....10

    The LRF Secretariat .....11

    Project and Standing Groups .....11

    LRF Project and Training Officer .....12

    LRF Project Support Officer .....12

APPENDIX A - LIST OF MEMBER ORGANISATIONS OF THE LINCOLNSHIRE RESILIENCE FORUM .....13

APPENDIX B - LRF STRATEGY AND BUSINESS PLAN 2023-26; DELIVERY PLAN.....14

## **BACKGROUND**

Lincolnshire LRF's last three-year Strategy and Business Plan was dated 2018-2021. This plan was to be reviewed during the early part of 2021 but a decision was made by the LRF management team to delay this due to a number of influencing factors. This included the continuous response and recovery operations by all LRF's in the UK to the COVID19 pandemic, the impending publication of the UK Government's Resilience Framework (UKGRF), the review of the National Security Risk Assessment (NSRA) and several other pieces of guidance. During this time there was also several changes in key LRF management personnel and some reorganisations within partner agencies.

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. In addition to this funding a further innovation budget was announced which allowed LRF's to bid for funding for innovative projects which had previously not been the case. In this first year Lincolnshire LRF submitted five project bids and were successful in four of them making them the only LRF in the UK to be granted multiple project funding.

During this time the LRF continued to align activity with the National Resilience Standards striving to achieve both good & best practice. It has undertaken an exercise to assess itself against these existing eighteen National Resilience Standards and the concluding report lists a set of recommendations highlighting areas for improvements which have been considered during the development of this new Strategy and Business plan.

Lincolnshire LRF is considered a high performing LRF nationally and has a good reputation for its innovative thinking and ways of working with many other LRF's visiting to take advantage of some of the project work currently being undertaken.

## **LRF STRATEGY & BUSINESS PLAN FOR 2023-2026**

The Lincolnshire Resilience Forum (LRF) is concerned with overall direction and policies of emergency planning and preparation in Lincolnshire. The Forum also forms the basis of the strategic multi-agency group that leads the overall response and recovery to any major emergency. The Forum meets regularly and is led by Lincolnshire Fire & Rescue with the support of Lincolnshire County Council Emergency Planning. It is made up of senior managers from the principal emergency planning and response organisations, (Category 1 and 2 Responders as defined by the Civil Contingencies Act). It does not have a separate legal personality and does not have powers to direct its members.

To this end, the LRF develop, prepare and validate a range of multi-agency contingency plans, policies and procedure and ensure that key staff from across the partnership receive and participate in training events to ensure that they are aware of their roles and responsibilities within them and are able to keep their competencies up to date. Please also see LRF Emergency Procedures Manual.

## LRF Strategic Aim & Objectives

The **Strategic Aim** of Lincolnshire's Resilience Forum (LRF) continues to be:

*'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)*

To help achieve this aim, our **strategic objectives** for 2023-2026 are;

- 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.

### ***A partnership 'resilience philosophy'***

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.

### ***Using the highest risks to Lincolnshire as the basis for partnership work***

Lincolnshire's Community Risk Register (CRR) is hosted on the LRF website and has been prepared to be user-friendly, jargon free & publicly engaging. It provides information on the top risks to our county together with an assessment of their impact. It is intended to be a useful tool to warn and inform people regarding emergencies that could occur where they live, to help them to be better prepared.

## The Top risks in Lincolnshire

- East coast flooding
- Fluvial & surface water flooding
- Pandemic
- Outbreak of an emerging infectious disease
- Severe weather
- Loss of gas or electricity
- Cyber attacks
- Malicious attacks

## A New Approach for 2023-2026:

A new approach has been taken by the LRF Programme Management Board (PMB) during the development of this document which reflects our strategic, tactical and operational command structures.

Five strategic objectives, (page 6) have been agreed by the LRF which will be used in the same way as a Strategic Co-ordinating Group (SCG) would set strategic objectives in any emergency response or recovery situation. This will ensure that all existing and new LRF activity through standing groups and project groups will meet one or multiple strategic objectives when being considered by the LRF and Programme Management Board. It also ensures that an annual report can be submitted to the LRF on progress being made against these objectives.

Nineteen key deliverables, (Appendix B) have also been developed. This becomes our tactical plan to meet our five strategic objectives. These will also be used by PMB when considering projects and any funding bids by the partnership. These deliverables will all have a PMB member sponsor ensuring greater engagement at PMB meetings.

The LRF Project and Training Officer already produces a quarterly project progress report which is presented at PMB meetings. This report covers progress and risk from all the LRF's standing and project groups. This document becomes our operational delivery plan.

By adopting this new approach, the LRF partnership have a clear understanding of where and why decisions regarding areas of work, projects and funding are being made.

## LRF Governance & 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 (*see following section; LRF Delivery Plan*) 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.

## **LRF Budget**

As stated previously, 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 LRF's. In Lincolnshire 13 LRF Category 1 Responder partners also contribute towards the LRF, each providing £5,000 totalling £65,000 resulting in a combined income of approximately £238,000.

When additional core funding was made available to LRF's, most 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 have 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.

## **LRF Communication strategy**

### ***Internal Communications***

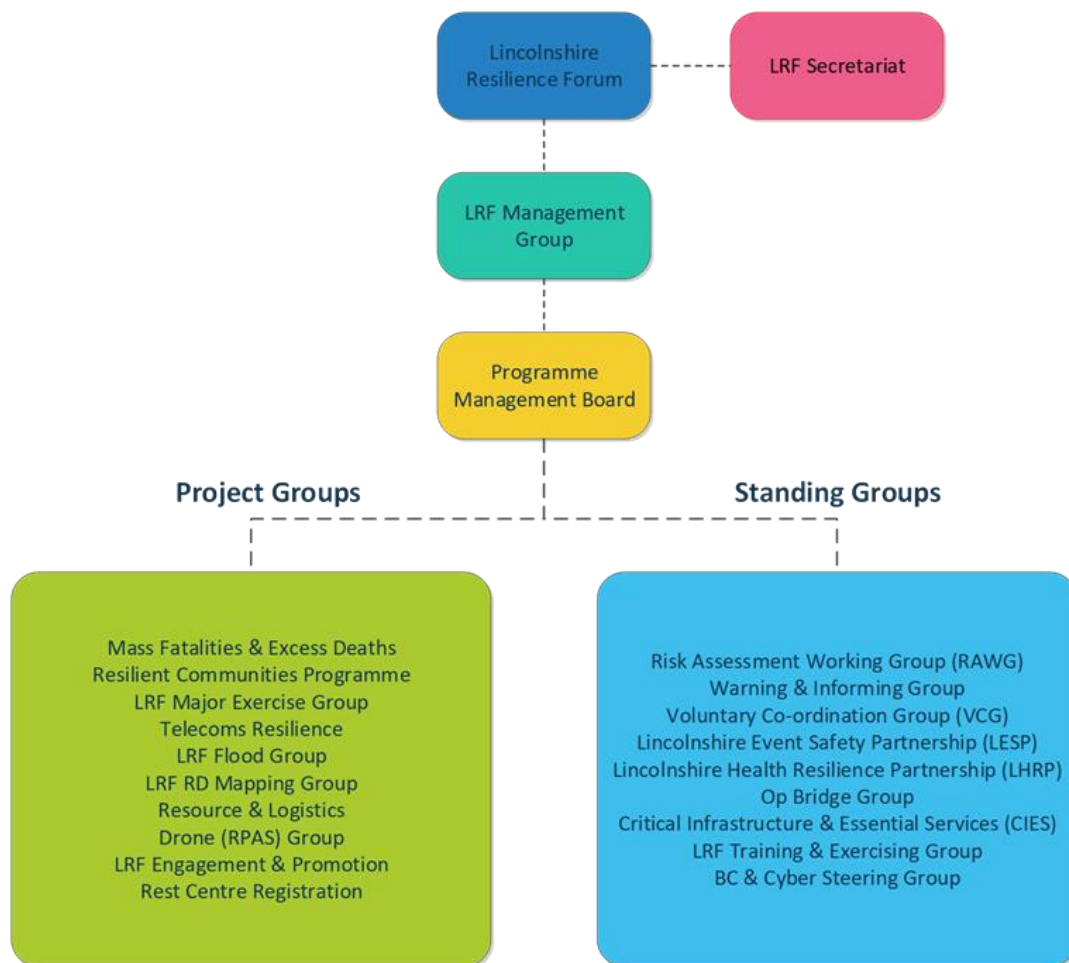
- Ensure the LRF complies with Information Management and Government policy for protective security.
- Ensure the efficient and timely dissemination and collation of information between CCS, central resilience structures and local responders.
- Facilitate the duty (under CCA) to 'Share Information' by providing appropriate and timely mechanisms.

### ***External Communications***

- Maintain website [www.lincolnshire.gov.uk/lincolnshire-prepared](http://www.lincolnshire.gov.uk/lincolnshire-prepared)
- Agree other social media protocols as appropriate.



## LRF STRUCTURE CHART



## LRF MANAGEMENT STRUCTURES, ROLES AND RESPONSIBILITIES, AND SCHEDULE OF WORK

This section describes the management structure of Lincolnshire’s Resilience Forum together with the roles and responsibilities of the key programme management and decision-making groups and staff;

### LRF Key Roles

As previously stated, the LRF have several key staff roles which include The LRF Chair and Deputy Chair, PMB Chair and Deputy Chair and the Secretariat. If these roles become vacant expressions of interest should be formally made to the Secretariat who will then ensure that the LRF partnership are made aware and are in agreement with any appointment. This will be ratified at either the next PMB of LRF meeting depending on the vacant position and recorded in relevant minutes or recordings of the meeting.

Other LRF posts include the LRF Project and Training Officer, Project Support Officer and additional hours for an Emergency Planning Officer to perform the Warning and Informing Chair role. These positions are dependent on continuing LRF funding.

## **The Lincolnshire Resilience Forum (LRF)**

The main strategic decision-making group, consisting of all Category 1 & 2 responders with a right to attend or be invited, together with Ministry of Defence (MOD) liaison and Voluntary Sector representatives.

The LRF meets at least twice per year is made up of chief officers, senior executives and policy makers from the principal emergency planning, response and recovery organisations. Its purpose is to determine policy in order to deliver the strategic aims of the partnership.

### **Roles & Responsibilities**

- The publication of a Community Risk Register.
- 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.
- Arrangements to warn and inform the public.
- Encourage and enhance community resilience in Lincolnshire.
- To direct and oversee the delegated activities of the Programme Management Board in its allocation of working tasks as appropriate.
- Ensure that appropriate resources and finances are made available to the Programme Management Board to fulfil statutory and task-based responsibilities.
- Co-ordinate the individual approaches and responsibilities of each organisation to ensure that they complement each other and dovetail with partners' arrangements.
- Coordinate multi-agency training and exercising.
- Consider the implications of legislation, national and sub-national resilience policy and initiatives.
- Link with the Local Health Resilience Partnership (LHRP) and other relevant strategic policy and partnership areas (such as flood & water management).

### **LRF Management Group**

Consisting of the LRF Chair, Deputy Chair, DLUHC, PMB Chair and Deputy Chair and the Secretariat.

The LRF Management Group meet monthly and provide strategic focus and direction to the Secretariat in achieving partnership priorities identified in the Strategy & Business Plan and its underlying work programme. This group can meet in the absence of full LRF group and has delegated authority to make urgent strategic decisions.

### **Programme Management Board (PMB)**

**Purpose;** To co-ordinate (with delegated authority) delivery of the LRF strategy & business plan through multi-agency programme management.

Consisting of the LRF PMB Chair and Deputy Chair, Secretariat and representatives from Police, Public Health, NHS England, the EA and local authorities. This group meets quarterly to monitor the progress of the LRF standing and project groups to ensure they are on track and provide feedback and guidance to individual project groups where required. It also signs off plans, reports and debriefs.

## **Roles & Responsibilities**

- Undertaking work as directed by the LRF.
- Monitoring and managing of LRF performance against delivery targets and reporting progress to the LRF.
- Provide the roles of 'deliverables sponsors'.
- Undertaking regular review of LRF work themes and Project groups recommending changes to the LRF as necessary.
- Convening to address short notice issues as necessary.
- Identify project work required to address a capability or capacity gap identified within the CRR.
- Identify appropriate project managers and initiating project briefing documents.
- Provision of agreed appropriate resources identified by project managers.
- Considering project progress reports and providing appropriate guidance and support to project managers.
- Approving completed emergency plans for submission to LRF.

## **The LRF Secretariat**

Delivered by LCC Emergency Planning & Business Continuity Service, provides a professional support service to the LRF, PMB and Project Managers. The secretariat will also be responsible for the LRF's communication strategy and will regularly report to the LRF on progress against this strategy & business plan.

**Purpose;** To provide a professional support service to the LRF.

## **Roles & Responsibilities**

- Provision of Strategy & Business Planning support.
- Co-ordination of legislative, policy & environment scanning for the LRF.
- Programme Management support to LRF & PMB (including agenda & administrative support).
- Provide advice and guidance to project managers.
- Partnership collaboration and consultation.
- Co-ordination of legislative compliance (Data Protection, Vetting, etc).
- Co-ordination of LRF Freedom of Information enquiry responses.
- LRF publications (Website).
- Collation & dissemination of Cabinet Office (Civil Contingencies Secretariat), DLUHC
- Resilience Emergencies Division and other relevant papers and briefings.

## **Project and Standing Groups**

The LRF Project and Standing Groups work to agreed terms of reference aligned to the LRF Strategy and Business Plan. Each group is made up of representatives from category one and two organisations and meet regularly to progress work activity on behalf of the LRF. Governance of these groups is delivered through a standing agenda item at the quarterly PMB meeting.

## **LRF Project and Training Officer**

**Purpose;** To contribute to the development and overall management of the LRF via the LRF Secretariat.

- Development of learning and development policies and processes, on behalf of the LRF.
- deliver the multi-agency objectives documented in the LRF Strategy and Business Plan
- Collation and provision of assurance to demonstrate that plans are in place across multi-agency partnerships to ensure the protection of the communities of Lincolnshire from major incidents and civil emergencies, through the Programme Management Board process.
- Delivery of relevant training to Strategic and Tactical Commanders, and staff at all levels of emergency response/recovery to ensure competency in their delivery of strategic, tactical, cell chair and operational/community responsibilities during response and recovery.
- Leading and managing the full learning and development cycle for all LRF partners, ensuring skills, knowledge and competencies are recorded, monitored and maintained for existing commanders and staff, as well as building future resilience with partners across the county.
- Identify innovative ways to support the learning and development processes, promoting cost saving opportunities to benefit LRF partner organisations, including bringing national training to Lincolnshire, developing a shared Training Management System and identifying new ways of working to benefit all partners.

## **LRF Project Support Officer**

**Purpose;** To contribute to the development and overall management of the LRF via the LRF Secretariat.

- To provide project support to the project groups of the Lincolnshire Resilience Forum.
- To co-ordinate the administration of LRF meetings including minute taking and other meeting admin requirements.
- To support and administer the organisation of seminars, training and exercises as required.
- Prepare, collate and disseminate information using a variety of medias as appropriate.
- Produce guidance and training material and assist in the delivery of training events.
- To collate complex management information to support decision making.
- Support managers in identifying skills gap analysis aligning training provision with service needs.
- Provide support to ensure the LRF comply with statutory regulations, policies, processes and Systems.

## **APPENDIX A - LIST OF MEMBER ORGANISATIONS OF THE LINCOLNSHIRE RESILIENCE FORUM**

### **Local**

Lincolnshire County Council – Category 1  
Lincolnshire Fire and Rescue – Category 1  
Lincolnshire Police – Category 1  
Boston Borough Council – Category 1  
City of Lincoln Council – Category 1  
East Lindsey District Council – Category 1  
North Kesteven District Council – Category 1  
South Holland District Council – Category 1  
South Kesteven District Council – Category 1  
West Lindsey District Council – Category 1  
United Lincolnshire Health Trust – Category 1  
Lincolnshire Community Health Services – Category 1  
Lincolnshire Partnership Foundation Trust – Category 1  
HM Coroner – Category 1  
Lincolnshire Internal Drainage Boards – No category

### **Regional / Sub-National**

East Midlands Ambulance Service – Category 1  
National Highways – Category 2  
Anglian Water – Category 2  
Northern Power Grid – Category 2  
East Midlands Trains – Category 2  
Department for Levelling Up, Housing and Communities – No category

### **National**

Environment Agency - Category 1  
Maritime & Coastguard Agency – Category 1  
Integrated Care Boards – Category 1  
UK Health Security Agency – Category 1  
NHS England – Category 1  
British Transport Police - Category 1  
Met Office – Category 2  
British Red Cross (representing Voluntary Sector) – No category.  
MOD Liaison – No category  
HM Prison Service – No Category

**APPENDIX B - LRF STRATEGY AND BUSINESS PLAN 2023-26; DELIVERY PLAN**

Strategic Objective	Key Deliverables	Owner	Date to be completed by
<p>1. To mitigate, as far as reasonably practicable, the risks identified within our Community Risk Register (CRA) that support the National Security Risk Assessment (NSRA) and our Strategic Aim.</p>	<p>Production of local resilience planning assumptions for the top risks in Lincolnshire and carry out a capability gap analysis. This will be based on the National Resilience Planning Assumptions.</p>	<p>RAWG</p>	
	<p>Continually review and update the Community Risk Register in line with the National Security Risk Assessment updates.</p>	<p>RAWG</p>	
	<p>Plan owners/authors to incorporate planning assumptions (above) into individual plans, ensuring demographics and vulnerabilities of local communities are planned for.</p>	<p>Plan Owners</p>	
	<p>Launch the updated version of the Community Risk Register via the new LRF website, ensuring all LRF partners share this within their own organisations.</p>	<p>Warning &amp; Informing Group</p>	
	<p>Ensure all plans are exercised as a minimum on a three-year cycle, maintained and reported through the LRF Training Database.</p>	<p>Plan Owners / LRF Project &amp; Training Officer</p>	
<p>2. To support a ‘whole societal’ approach to preparation, response and recovery from major incidents and emergencies within our communities.</p>	<p>Ongoing recruitment, training and development of the Ready for Anything programme.</p>	<p>CVC Group</p>	
	<p>Ongoing engagement with community emergency planning groups, parish councils, faith groups and other partners to embed emergency preparedness and response.</p>	<p>CVC Group</p>	
	<p>Review community group and Ready for Anything training and define a new approach to reinvigorate. Incorporate, where possible, community groups and Ready for Anything volunteers in planning, training and exercising.</p>	<p>CVC Group / T&amp;E Group</p>	
	<p>Schedule an open day for recruitment of volunteers, at the County Emergency Centre, where interested parties can learn more about emergency preparedness and the roles that individuals and communities can play in the planning, response and recovery stages of an emergency or major incident.</p>	<p>CVC Group / T&amp;E Group</p>	

Strategic Objective	Key Deliverables	Owner	Date to be completed by
3. To ensure the LRF is able to activate the appropriate supporting structures that are flexible and agile to prepare, respond and recover from a major incident or emergency.	All LRF partners to identify multi-agency training requirements for their organisation on an ongoing basis, passing this to the LRF Training & Exercising Group for planning purposes.	T&E Group	
	Plan and schedule sufficient and suitable training interventions to meet the needs of LRF partners identified above.	T&E Group	
	Record and report of training completed, non-attendance and cancellation, highlighting areas of concern through PMB.	T&E Group	
	All LRF partners to identify secondary skill gaps in their multi-agency responders, such as problem-solving, communication, etc. and pass this information to the LRF Training & Exercising Group for review and identification of solutions.	T&E Group	
	Schedule and deliver CPD events for Strategic and Tactical Commanders, focusing learning on JOL Lessons identified, outcomes of enquiries such as Manchester Arena, Martyn's Law, etc.	T&E Group	
4. To support the principles of the Stronger LRF Programme and align to the three pillars of Leadership, Accountability and Integration.	Ensure a clear line of sight from the LRF Management Team, through PMB to working project groups. Terms of Reference and work plan for each group to evidence how they align to the objectives and three pillars, with requests for support or funding must detail how they link into the objectives and pillars.	LRF Secretariat	
	Research and develop innovative solutions to support the ongoing effectiveness of the LRF before, during and after emergencies for example ESRI Mapping, Drone capability, etc.	LRF Secretariat	
	Plan for and deliver a major LRF exercise annually, whether this be local or national, ensuring representation from relevant LRF partners and incorporating a full post-event debrief.	LRF Secretariat	
5. To identify lessons from previous events and exercises both locally and nationally and translate into	Monthly review of the multi-agency JOL Lessons Identified and Notable Practices, with relevant information passed through to the LRF Training & Exercising Group for dissemination.	LRF Project Support Officer	

Strategic Objective	Key Deliverables	Owner	Date to be completed by
evaluated improvement.	Ensure learning identified from national events that are specific to the LRF, are reviewed, shared and appropriate additional planning/training is in place to support the learning e.g. Martyn's Law.	LRF Project Support Officer	