



READY TOGETHER
York and North Yorkshire
Local Resilience Forum

NORTH YORKSHIRE LOCAL RESILIENCE FORUM STRATEGY

Ready Together 2025-2030



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Foreword

As Chair of the York and North Yorkshire Local Resilience Forum (NYLRF), I am proud to present NYLRF's strategy "Ready Together: 2025-2030" on behalf of its Executive Board. This strategy is more than just a plan; it is a testament to our unwavering commitment to the safety and wellbeing of our communities.

The vision that underpins this strategy is simple: we will work together to ensure that York and North Yorkshire remains a resilient and thriving place, ready for any challenge that comes our way. To achieve that vision, the strategy sets out how we will continue to improve our multi-agency approach to managing emergencies.

We have all seen how emergencies can affect our communities, businesses, infrastructure and response organisations. Over the past decade alone, York and North Yorkshire has experienced a global pandemic, hosted a series of high-profile international sporting events and seen a range of severe weather, including major storms and unprecedented flooding. In response, we have all risen to the challenge and found innovative ways of preventing harm and getting people back on their feet when needed.

With this experience under our belts and dedicated staff working hard for our communities, we are now in a strong position to embark on an ambitious strategy to 2030 and beyond. One that will ensure that our communities and local responders remain at the heart of what we do and to use our experiences to better prepare us for the changing world.

In moving forward, it is important that we are led by the national picture, with a keen eye to the UK Government's National Resilience Framework, from which our strategy takes its structure, and a focus on meeting the National Resilience Standards. By doing so, we can strive to be a leading example of emergency preparedness and help shape the resilience landscape.

You will see throughout the strategy that multi-agency and partnership working is the thread that underpins not only the Local Resilience Forum itself, but all the work needed to successfully anticipate, assess, prevent, prepare, respond and recover from incidents. I therefore want to thank all those involved in the local resilience forum, and all those that will be involved in making this strategy a reality: including the people of York and North Yorkshire.

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Signed by
Richard Flinton, Chair of the NYLRF Executive Board

Executive summary

Vision

Across the country, we face many potential risks, from severe weather and disease outbreaks to cyber threats and accidents. As our risk landscape continues to evolve, we too must continue to adapt, develop, learn and discover new ways to be resilient.

Here in York and North Yorkshire, the Local Resilience Forum has developed a strategy to help us meet new and existing challenges by looking at all the ways in which we can be 'ready together'.

Being ready together means implementing a 'whole of society' approach to resilience that puts response organisations, communities, businesses and people at the heart of everything we do and makes resilience a part of everyone's day-to-day thinking and activity. It also means taking a truly comprehensive approach to resilience, one that not only delivers an effective response to emergencies, but also does more to help us anticipate, prevent, prepare for, validate, respond to, and learn from emergencies to achieve continuous improvement. Ensure that organisations are compliant with their statutory duties, whilst developing good practice in York and North Yorkshire. That is the vision we are striving for through this strategy.



Six resilience themes

To achieve our vision, York and North Yorkshire's Local Resilience Forum has set out a strategy that is divided into six resilience themes. These themes are taken directly from the UK Resilience Framework and are the priority areas that we have determined to be important for building York and North Yorkshire's resilience.

- 1. Risk:** NYLRF will continue to make effective risk assessment the foundation of our resilience activity. We will make the best possible use of available information and expertise when seeking to understand the risks we face and take steps to improve our collective understanding of local and regional resilience capabilities. 
- 2. Responsibility and accountability:** NYLRF will facilitate effective leadership within and across organisations and will be responsible and accountable to partners and communities within York and North Yorkshire for providing an effective framework for emergency management. 
- 3. Partnerships:** NYLRF will build cohesive, healthy and resilient partnerships with new and existing entities that support more effective emergency management and enable us to capitalise on new technology and the wealth of expertise in the county. 
- 4. Communities:** NYLRF will build cohesive, healthy and resilient communities who are ready to respond together and recover well from adverse events. 
- 5. Investment:** NYLRF will seek opportunities for investment to support and strengthen York and North Yorkshire in preventing, preparing for, responding to and recovering from major incidents and emergencies. 
- 6. Skills:** NYLRF will ensure that we have the right people with the right skills to support this strategy. 

The themes we have outlined are specific enough to allow us to focus on delivering key activities, whilst also being broad enough in scope to allow for future changes and evolving risks up to 2030 and beyond. Through implementation of these themes, NYLRF will be able to further embed the good working practices already established, continue the application of the *National Resilience Standards* and drive further improvements to enhance the delivery of emergency response and resilience within York and North Yorkshire.

Delivery

This strategy sets out our vision, focus and direction for the next five years and beyond, allowing all agencies to respond to the challenges ahead and build resilience where possible. Each year, this document will be accompanied by a workplan, detailing priority actions against each of the six themes.

We will also review and where necessary, update our NYLRF governance structures to meet the strategy and ensure activity is appropriately funded and resourced.

Context

As we have outlined, the six themes in this strategy are taken from the UK Resilience framework, which sets out the Government's approach to building a resilient society. The Framework emphasises the need for collaboration across government, industry and communities and sets out how the UK will be better prepared for both domestic and international threats. Alongside the UK Resilience Framework, there is also a set of National Resilience Standards which provide consistent advice and benchmarks for local resilience forums and their members to meet.

As part of this strategy, NYLRF will remain actively aligned to the national direction and strive to implement the National Resilience Standards. This means also being ready to respond to unforeseen challenges or changes, for example in the national context where the COVID Inquiry and other reviews may affect the current state of play. We believe that the strategy is flexible enough to respond to any such developments, but NYLRF

will monitor the situation to ensure that our underpinning structures, processes and annual workplan remain appropriate and link up with national thinking on resilience.

At the local and regional level, this strategy is also underpinned by other strategies, plans and priorities that relate to our region's environment, transport, economy, people, and partner agencies. Our strategy seeks to build on and sit within the context of these activities, which include:

- The *Yorkshire and Humber Climate Action Plan*
- The *City of York's 10-year Strategies*
- *North Yorkshire Council's strategies*, which includes their Climate Change Strategy 2023-2030 and Economic Growth Strategy
- *North Yorkshire Council Plan*
- The strategies and plans that individual NYLRF members have developed for their own organisations



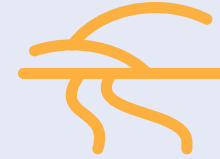
About York and North Yorkshire



Largest geographical County in UK

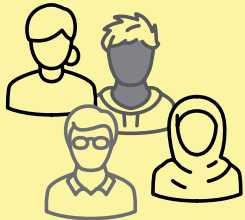


Population of York and North Yorkshire
1.17 million
(+ tourism/visitors)



Multiple river networks including the River Ouse

Iconic sites and infrastructure of significant importance



Diverse communities



Attractive and popular stretch of coastline



Contains significant travel networks

A mayor was elected to lead the York and North Yorkshire Combined Authority in May 2024



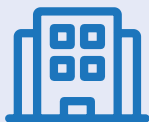
Popular tourist locations



Three universities and other education providers



Evolving population and employment patterns



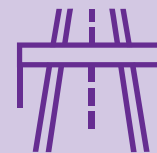
Vibrant cities



Two national parks



Home to multiple MoD assets



Home to national infrastructure

The county has, in the past, also experienced a number of incidents, that have affected our communities, including:



To make sure that we remain ready for anything we might face in the future, including the potential for more severe weather as a result of climate change, this strategy sets out how we will continue to improve our ability to anticipate, prevent, prepare for, validate, respond to, and learn from emergencies to achieve continuous improvement in York and North Yorkshire.

The North Yorkshire Local Resilience Forum

The North Yorkshire Local Resilience Forum (NYLRF) was created in 2004, following the introduction of the [Civil Contingencies Act \(CCA\)](#), which sets out mandatory requirements for certain organisations (called category 1 and 2 responders), some of which must be carried out through a local resilience forum. Based on police boundaries, the North Yorkshire LRF covers the county of North Yorkshire and City of York local authorities' footprint.

At its core, NYLRF is a partnership that brings together a range of organisations to prepare, respond to, and recover from any major incident or emergency in York and North Yorkshire. As part of that, it is designed to support residents, businesses, and communities in times of crisis and during significant events.

NYLRF includes a wide variety of local, regional and national partners, including local emergency service responders: the police, fire and ambulance services. It also includes both City of York Council and North Yorkshire Council local authorities, businesses, and voluntary organisations such as Community First Yorkshire, York Centre for Voluntary Service and Ready for Anything volunteers. Each agency within the forum is legally required to deliver their own duties as stated in the CCA. You can find out more about the CCA on the [Government website](#).

LRFs provide you with information on how to prepare for an emergency, as well as give you an insight into how local responders work together to minimise the impact on the public, property, environment, and help people and communities recover after adverse events, find out more by visiting www.northyorks.gov.uk/nylrf.

Our purpose

NYLRFs purpose is to support emergency services and other agencies to fulfil their statutory duties under the CCA. It provides a working environment where category 1 agencies, supported by category 2 agencies, can anticipate, prevent, prepare for, validate, respond to, and learn from emergencies to achieve continuous improvement. NYLRF therefore supports all agencies to work with their residents, communities, and businesses in York and North Yorkshire to be **'ready together.'**

Our vision

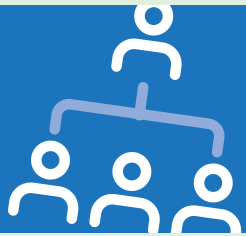
To build a more resilient York and North Yorkshire, taking a **'whole of society'** approach in working with residents, communities, and businesses to be ready together.

Our six resilience themes



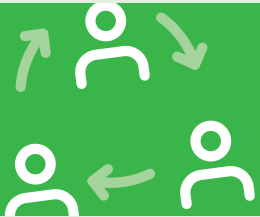
Risk

NYLRF will continue to make effective risk assessment the foundation of our resilience activity. We will make the best possible use of available information and expertise when seeking to understand the risks we face and take steps to improve our collective understanding of local and regional resilience capabilities.



Responsibility and accountability

NYLRF will facilitate effective leadership within and across organisations and will be responsible and accountable to partners and communities within York and North Yorkshire for providing an effective framework for emergency management.



Partnerships

NYLRF will build cohesive, healthy and resilient partnerships with new and existing entities that support more effective emergency management and enable us to capitalise on new technology and the wealth of expertise in the county.



Communities

NYLRF will build cohesive, healthy and resilient communities who are ready to respond together and recover well from adverse events.



Investment

NYLRF will seek opportunities for investment to support and strengthen York and North Yorkshire in preventing, preparing for, responding to and recovering from major incidents and emergencies.



Skills

NYLRF will ensure that we have the right people with the right skills to support this strategy.

Where we are now

A mature and shared understanding of the risks we face in York and North Yorkshire is the foundation of NYLRF's work. It informs emergency plans (which cover specific high-impact scenarios and common consequences), capability building, training and exercising, warning and informing and the overall prioritisation of resilience activity.

As an LRF and as single agencies, we have worked hard to be prepared for both potential scenarios and actual events. At the national level, we use the National Security Risk Assessment (NSRA) along with other information made available by central Government, to identify and assess national emergencies that we may have to prepare for and respond to. Where necessary, we then adapt national scenarios to regional and local circumstances and horizon scan for additional risks that may be unique to our area. To maintain accountability and accuracy, each risk has a responsible agency and is regularly reviewed.

The Government makes risk information available through the *National Risk Register* and the *Prepare* website so that everyone understands the risks they should plan for and how to protect themselves. In support of this, York and North Yorkshire also publishes information relevant to our area in the *Community Risk Register*, which helps communities, businesses and individuals prepare for incidents such as:

- Severe weather (storms, increased rain fall resulting in flooding, low temperatures)
- Health (infectious diseases human and animal)
- Utilities disruption (electricity, water, gas)
- Cyber attack



Where we want to be by 2030

Through this strategy we will aim to:

- **Engage with national mechanisms and meet National Resilience Standards on risk assessment:** NYLRF will maintain a close working relationship with the government's risk and resilience mechanisms to ensure that we remain up to date with the latest risk information and raise awareness of local risks and capabilities where appropriate.
- **Establish new partnerships in support of risk assessment, chronic risk management and prevention:** NYLRF will work with new partners such as community groups who may have experienced emergency impacts or be working to prevent them, educational establishments with analysis capabilities and specialist bodies who are acting to mitigate chronic risks like climate change. Through this engagement, we will explore appropriate ways for the LRF to support the work of other organisations and reflect risk prevention and chronic risk management in LRF activity.
- **Develop a capability assessment:** NYLRF will pursue a better, shared understanding of local and regional resilience capabilities with a view to informing single and multi-agency preparedness activity and be actively sharing information with appropriate partners for action where needed.
- **Make risk communications relevant and accessible:** NYLRF will continue to make an up-to-date Community Risk Register available and look at ways of improving its reach. We will also explore supplementary methods of raising awareness about specific risks to reduce the number or scale of incidents and inform investment decisions where appropriate. This will form part of our wider aim to integrate resilience into day-to-day activity.

- **Continue to support and improve the relationship between NYLRF and member agency risk activity:** In addition to LRF activity, individual organisations also have a responsibility to conduct their own risk assessment and mitigation. Over the next five years, NYLRF will continue to support agencies with this work by sharing information about risks (both potential risks and those that emerge in practice) to help prioritise any responding activity and putting in place proportionate assurance mechanisms.





Responsibility and Accountability

Where we are now

NYLRF comprises category 1 and 2 responders who come together to undertake a range of resilience activity. To date, the LRF has brought partners together in thematic groups, overseen by a multi-agency board made up of strategic leaders who set the direction of the LRF, shape its activity and ensure that it has appropriate finance and resources to carry out its work. A dedicated LRF secretariat also acts to support the work of the LRF.

We have taken steps to further strengthen accountability by starting to measure levels of engagement and ensuring that single agencies take on a variety of different roles within the LRF, from chairing thematic groups to sponsoring specific projects. We have also commissioned an Independent Review of our governance, and of our processes to ensure both that we meet our shared obligations under the Civil Contingencies Act, and that we have a good understanding of our readiness to respond effectively to the risks in our Community Risk Register.

Our Executive Board made up of strategic leaders will shortly be considering the findings and recommendations from the Review and deciding how to incorporate these into our annual workplan. Overall, the findings were positive, especially in the assessment of the quality of our governance, structures and culture. However, it did identify areas where defining in more detail what we are seeking to achieve, and using that in our analysis, would give us more robust evidence and greater confidence in our compliance and preparedness.

Where we want to be by 2030

Through this strategy, we will aim to:

- **Monitor and adapt to the national direction and National Resilience Standards:** The UK Government Resilience Framework recognises that the role of LRFs and expectations placed on it have grown to meet the varied challenges of recent years. The previous Government indicated that it would look at ways of supporting and strengthening LRFs to enable them to deliver their work as effectively as possible. NYLRF will monitor any developments regarding the Government's ambitions and plans for LRFs and play an active role in providing feedback to the national level on any proposals. We will also be compliant with the legal obligations of the National Resilience Standards and strive to meet some elements of good and leading practice. We will make use of any new information or tools developed by the Government for the assurance of multi-agency activity.
- **Support and deliver effective leadership:** This ambition is twofold:
 - Firstly, it means making sure that the LRF itself leads effectively. Part of that will be achieved by having a clear strategy (as set out here) that is transparent and underpinned by agreed annual workplans, which will enable better tracking of progress. It also means making sure that the LRF itself has the resources, capacity, capability and structures that enable it to fulfil its functions effectively.
 - Secondly, we will aim to support the leaders of individual LRF agencies to be effective in delivering resilience activity. That means encouraging strategic leaders to engage proactively with NYLRF and take on the required work to deliver this strategy, helping them to acquire the knowledge and skills needed to do so (see Skills section), and holding them to account as needed.



- **Improve accountability and proportionate assurance:**

It is important that NYLRF and its individual member organisations are held to account for delivering this strategy, through its strategic leaders. We will seek to do so by:

- Agreeing a coherent workplan supported by validation and review arrangements that can be adapted to align to this standard.
- Providing a clear definition of the purpose, authority, responsibility, and wider organisation of any groups established to support the LRF activities.
- Supporting single agencies to provide suitably skilled and empowered representatives to engage with the LRF.
- Acting as a critical friend for each other to contribute towards quality assurance and improved service delivery.
- Defining roles, responsibilities and expectations (including required skills) across all levels of command, control and coordination (C3), using the National Resilience Standards as a bedrock for this work.
- Improve mechanisms for identifying and learning lessons (including ensuring accountability for decisions made and appropriate audits are undertaken).
- Working with the Mayoral Combined Authority to find appropriate ways of ensuring that NYLRF remains accountable to the communities it serves, including by providing opportunities for businesses and communities to contribute to exercise and incident debriefs and other feedback processes.

- **Support integration and continuous improvement:**

in the UK Resilience Framework, integration refers to the process of embedding resilience into all aspects of policy making and community planning. For us it means empowering communities to be part of the resilience conversation and establishing constructive relationships with all partners so that we can be ready together. Going forwards, NYLRF will help to achieve that by delivering this strategy (see Partnerships and Communities sections in particular), continuing to seek ways of independently assessing our systems and approach and responding to any findings, including those that come out of the 2024-2025 peer review.

We will also continue to support all organisations to be resilient to a wide range of potential disruptive events and emergencies through their business continuity arrangements, which in turn will put them in the best possible position to contribute to any response or recovery actions.



Partnerships

Where we are now

Partnerships are an essential aspect of resilience, bringing diverse skills, perspectives and resources to the LRF's activity, which enables more innovation and more efficient working practices. All LRFs are established on the principle of multi-agency working and act to support engagement between the various resilience partners. Accordingly, NYLRF fosters collaboration in a variety of ways, by:

- coordinating activity through its various subgroups and encouraging participation from all category 1 and 2 responders and other partners;
- establishing NYLRF working days, when partners come to a shared location to discuss the workplan and share information in support of *Joint Emergency Services Interoperability Principles* (JESIP);
- ensuring that relevant people attend NYLRF meetings, which might include subject matter experts and people not ordinarily involved in the LRF. This helps to embed the principle of resilience across all organisations and not just in emergency planning teams;
- actively participating in relevant training days to raise awareness of NYLRF's role and purpose;



- including the voluntary and community sector within our planning, for example by working closely with community anchor organisations and volunteers (see Communities section); and
- exploring different ways in which technology can help us collaborate across organisational boundaries, engage more with communities and widen participation in the LRF where appropriate.

By taking these steps, we improve communication channels and identify ways in which NYLRF can support individual agency objectives and vice versa.

Beyond the borders of York and North Yorkshire, we have also built constructive relationships with neighbouring LRFs thanks to the collective efforts of NYLRF and its regional partners. This helps us to share initiatives to the benefit of the area as a whole and increase the effectiveness of a cross-border response.





Where we want to be by 2030

Through this strategy we will aim to:

- **Monitor and align with developments at a national level:** the Government has previously indicated that it intends to: introduce standards on resilience across the private sector (where these do not already exist); provide the private sector with better guidance to support contingency planning and risk management; review existing regulatory regimes on resilience to ensure they are fit for purpose; and explore ways of conducting further assurance, particularly with regards to Critical National Infrastructure (CNI) emergency preparedness. NYLRF will closely monitor, and where possible influence these developments by continuing to play an active part in appropriate national forums.
- **Develop and strengthen our engagement with:**
 - **Communities** (see Communities section), who have a wealth of local knowledge to offer and the collective strength to help prevent incidents from happening and reduce their effect when they do.
 - **Private sector partners**, which are essential for maintaining continuity of operations during disruptions, driving the health of local and regional economies and providing resources, expertise and infrastructure to help in an emergency. NYLRF will seek to engage further with businesses, critical national infrastructure operators and Control of Major Accidents and Hazards (COMAH) sites, particularly as and when new resilience standards are brought in.
 - **Educational establishments and other subject-matter experts both nationally and locally** (where resource allows), particularly where it helps us build resilience, conduct research, and provide challenge.
 - **The Local Health Resilience Partnership**, which facilitates health sector preparedness and emergency planning and has an essential role to play in building resilience alongside the LRF.
- **Safety advisory groups**, which provide a forum for discussing and advising on public safety at events. They aim to help organisers with the planning, and management of an event and to encourage cooperation and coordination between all relevant agencies.
- **CONTEST mechanisms**, the UK's strategy for countering and reducing the risk from terrorism.
- **Other resilience-specific institutions**, including the proposed UK Resilience Academy (see Skills section) and the Emergency Planning College in Easingwold in order to explore and deliver mutual benefit.
- **Elected members**, including the York and North Yorkshire Combined Authority Mayor. Since its inception, NYLRF has sought to build links with the Mayoral Combined Authority and will continue to explore opportunities for appropriate collaboration.
- **Regional LRFs and the North**, to find more opportunities for integration and sharing best practice.
- **Support partnership working by:**
 - **Working smarter** for example moving from single agency engagement to multi-agency engagement.
 - **Further raising awareness of the work of the LRF** to support understanding and engagement amongst partners and provide pathways for them to reciprocate.
 - **Working with partners to ensure appropriate resourcing** and focus of their organisation on emergency management to support objectives and fair allocation of work.
 - **Being proactive and outward facing**, which means being seen as an LRF that is willing to engage in and (where appropriate) lead regional and national initiatives.



Communities

Where we are now

Community resilience empowers communities to withstand, adapt to, and recover from a whole range of adverse situations and events. We have seen the power of York and North Yorkshire's communities during the incidents we have faced and want to continue to harness these networks to promote resourcefulness and encourage proactive planning.

We already have much to be proud of when it comes to harnessing the strength of our communities. For example, over the years York and North Yorkshire has become a leading example of volunteer structures, comprising the *Ready for Anything* (RFA) volunteers and the Major Incident Response Team (MIRT), which play a crucial role in enhancing community resilience and emergency response.

NYLRF has also long been a proponent of being ready together, by bringing together a range of organisations to anticipate, assess, prevent, prepare, validate, respond to and recover from emergencies, beyond those 'ordinarily' involved in such incidents. That is why we place such value in the role of community anchor organisations, which provide trusted support, services and resources to meet the needs of local people and why we continuously promote a coordinated approach to resilience that enables communities, businesses and voluntary networks to behave in a resilient way and take action to support each other during an incident or event.





Where we want to be by 2030

Through this strategy we will aim to:

- **Strive to meet any national expectations regarding community resilience.** The UK Resilience Framework emphasises the importance of community resilience as a key component of national resilience, which is further highlighted by the National Resilience Standard on community resilience. NYLRF will continue to align to this standard and monitor any further national developments or proposals in this area of policy.
- **Empower and enable the diverse people and organisations of York and North Yorkshire** to actively contribute to resilience planning, preparedness, response and recovery, making the most of their experience, knowledge and skills. We would look to achieve this, for example, by agreeing expectations with community leaders with regards to resilience and raising awareness of engagement opportunities.
- **Improve and develop our understanding of the region's demographics** to feed into emergency plans and community resilience priorities, particularly through our links with partners who can access a wider variety of data and information.
- **Improve the efficiency of our community engagement**, for example, by using single events or contact opportunities to provide multiple pieces of relevant (and where appropriate, linked) information about risk and preparedness.
- **Ensure support for vulnerable people or groups** during emergency planning, response and recovery phases, including by working with relevant operators of essential services to ensure plans are in place to assist vulnerable customers in an emergency.

- **Encourage responders to consider community resilience an essential part of their work** and use the capability mapping work we plan to undertake to identify areas of activity that could be strengthened, or examples of best practice (locally and regionally) that could be shared with other organisations.
- **Build partnerships with schools and other educational establishments (where resources allow)** to support young people in understanding the importance of resilient communities and promoting how they can contribute to mitigating risks, plan, respond and recover from adverse events. (See Partnerships section)
- **Ensure our communities are informed of current risks**, presenting information in formats which provide the best opportunity for the information to be readily understood and accessible. (See Risk section)

Vulnerable groups

The Government and other public organisations like NYLRF will sometimes refer to certain groups as vulnerable. This is not meant to be negative or stigmatising. Instead, it is way of identifying individuals or communities who may need additional support and resources to ensure their wellbeing and safety. This term helps to highlight the specific needs of groups who may be more adversely affected than others during an emergency, for example, because they have fewer resources and less capacity to proactively prepare, or because they might require more assistance during an evacuation. The purpose of identifying these groups is to ensure that we can provide targeted help and create policies that address the unique challenges these groups face. By recognising vulnerability, we can work towards creating a more inclusive and supportive response and identify where, for example, prevention activity is most needed.



Investment

Where we are now

NYLRF has in place funding streams and strategic oversight to agree and monitor the LRF activity requiring funding. Not all the work completed by the LRF requires direct funding and much of the work is achieved through indirect funding, such as agencies providing resource time, facilities and equipment. It has been NYLRFs consistent approach to actively find ways of operating efficiently and undertaking activity that represents excellent value for money to make the best use of limited resources. Over the years we have therefore made careful and considered investment decisions that are designed to support the LRF's aims and objectives and benefit as many people as possible. These decisions have been underpinned by a shared understanding of risk and priorities, allowing a better and more efficient use of our capabilities and resources.

Examples of investment activity over the years include the development of different digital applications that support a rapid and effective response to incidents. These apps deliver a range of functionality, such as supporting staff and volunteers to build clear situational awareness and quickly record and act on information about residents that might have been affected by an emergency.

NYLRF with other regional Yorkshire and Humber LRFs have also invested in an innovative chatbot communications programme called Yorkshire Ready Together which uses a knowledge base to hold interactive one to one chats with users centred on risk awareness and the resilience steps people and business can take to enhance preparedness to those risks.

NYLRF has been focused on working more closely with the LRFs that make up the Yorkshire and Humber Region, as well as neighbouring LRFs and those with a similar work focus. This has enabled NYLRF to progress work and gain efficiencies through sharing training courses,

facilities, knowledge and expertise. The focus has also sought efficiencies by working with national leads and being involved in the work the UK Government is progressing in areas of resilience, emergency preparedness and response to maintain the North Yorkshire focus in line with the national one.

Where we want to be by 2030

Through this strategy we will aim to:

- **Ensure funding is appropriate and managed** so that NYLRF is best supported through appropriate funding models that enable us to deliver this strategy for York and North Yorkshire.
- **Explore new funding opportunities** such as grant, innovation funding and private sector investment to deliver efficiencies, new ways of working and resilience focused projects.
- **Continue to align NYLRF to the developing UK Government direction** for national resilience, and where possible work alongside UK Government to ensure NYLRF is best supported by any funding models for any future expanded responsibilities and expectations of LRFs in England.
- **Strengthen collaborative and joint working** within the Yorkshire and Humber region LRFs, other LRFs progressing similar work focuses and partner agencies where joint working can deliver this strategy.



Skills

Where we are now

The importance of having skilled and experienced people who understand their role at every point in the emergency management cycle and can act accordingly is regularly highlighted, including during the Manchester Arena Inquiry and in the UK Government's Resilience Framework. Achieving this objective means having mechanisms in place for continuous learning and organisational leaders who drive a culture of development (including among themselves).

NYLRF has already contributed to the upskilling of people at every level and in every aspect of emergency management by developing our own package of e-learning that teaches people about the Civil Contingencies Act, outlines the roles, responsibilities and capabilities of NYLRF partners and describes the role of command, control and coordination during an incident. This learning is available to anyone who works with the LRF and is an excellent foundation on which to build a deeper knowledge base.

Building on this foundation, NYLRF also provides accessible learning and continuous professional development for all command roles involved in resilience planning, response and recovery and encourages relevant people to attend training opportunities. To maximise value for money and efficient use of resources, NYLRF finds opportunities for emergency resilience professionals within the LRF to share learning with other partners as well as promoting activities that are delivered by other LRFs either regionally or nationally.

Outside of informal and formal training opportunities, NYLRF also maintains a robust process for supporting and where appropriate leading exercises that validate emergency plans and skills development. These training, exercising and development activities are aligned with NYLRF's wider workplan and allow us to test a variety of skills and processes.





Where we want to be by 2030

Through this strategy we will aim to:

- **Continue to strive to meet National Resilience Standards** and expectations regarding training, exercising and interoperability, as well as any standards referencing the skills required by resilience professionals and others involved in supporting resilience.
- **Monitor any progress or developments regarding the UK government's intention to deliver a UK Resilience Academy** that is designed to provide world-class professional training and deliver a new training and skills pathway to drive professionalism in resilience and implement any recommendations or requirements within York and North Yorkshire as needed.
- **Support and align with the UK Government's plan to reinvigorate the national exercising programme** to test plans structures and skills and ensure that we participate appropriately in planned exercises. That means, at minimum, having sufficient resources (and proactively seeking funding opportunities where resources are stretched) and implementing effective mechanisms for embedding any lessons identified.
- **Maximise the efficient use of resources by:**
 - continuing to find and promote opportunities to use single agency training and exercising to deliver LRF objectives.
 - collaborating with regional partners to deliver shared learning where appropriate.
 - agreeing which training, exercising and development can and should be delivered in-house and what needs to be sought externally.

- ensuring that learning, experience and knowledge is being transferred to others within the LRF partnership and to the community (through appropriate forums).

- **Seek greater assurance of all learning activities** to make sure that they are developing suitably skilled commanders and responders within single agencies, such that they are capable of effectively supporting the LRF and other resilience activity.
- **Begin to map skills requirements** in all areas of LRF activity (which includes soft skills) and use this to define roles, expectations and relevant templates or training pathways (locally or regionally), which will make it easier to assure ourselves of quality, consistency and value.
- **Build a golden thread between plans, incidents, exercises and learning** to make sure that lessons identified are informing investment in training and decisions relating to skills development.



Closing remarks

In conclusion, this resilience strategy developed by the York and North Yorkshire Local Resilience Forum (NYLRF) is a testament to our commitment to facing the evolving risk landscape head-on.

By embracing a whole of society approach, community involvement is at the heart of this strategy. It is through the active participation and collaboration of NYLRF partnerships and communities that we can truly anticipate, prevent, prepare for, validate, respond to, and learn from emergencies to achieve continuous improvement. Your engagement and proactive efforts are crucial in building a resilient society.

As we move forward, let us remember that resilience is not just about responding to emergencies but also about fostering strong, connected communities that support each other in times of need. Together, we can create a safer, more resilient future for all. Let's continue to be ready together and make resilience a part of our everyday lives.

Contact us

Thank you for taking the time to read York and North Yorkshire Local Resilience Forum Strategy 2025-2030. We hope that you found it interesting and informative. For further information about the LRF and the information available to the public on resilience to emergencies, please see the following websites:

Government information for local resilience forums - www.gov.uk/guidance/local-resilience-forums-contact-details

North Yorkshire local resilience forum - www.northyorks.gov.uk/north-yorkshire-local-resilience-forum

If you wish to contact us about anything you have read, please use the information below:

- Online: northyorks.gov.uk/contactus
- By telephone: 0300 131 2 131 - when prompted for a service please say 'resilience forum'
- By post: North Yorkshire Local Resilience Forum, North Yorkshire Council, County Hall, Northallerton, North Yorkshire, DL7 8AD

You can request this information in another language or format at www.northyorks.gov.uk/accessibility.

Glossary

In this section you will find a list of common terms that are used in this document and their definitions (an explanation of what the term means).

Acute and chronic risks

In this document, acute risks refer to risks that typically arise quickly, have immediate impacts and involve both a response phase and a recovery phase (which might overlap). Examples include both short-term acute risks like a terrorist attack or transport accident and long-term acute risks like a period of extended flooding, or a pandemic, which might include several waves of response.

Chronic risks are persistent risks that develop gradually over time and contribute to the severity or frequency of acute risks. This includes, for example, climate change, which affects the likelihood and effects of severe weather events. There is no recognised end point for chronic risks, although their effects can be mitigated.

Civil Contingencies Act

The Act created by the UK Parliament in 2004 sets out the provision and duties of identified organisations planning and responding to civil emergencies.

Category 1 and category 2 organisations

The Civil Contingencies Act 2004 (CCA) and its supporting regulations and statutory guidance (*'Emergency preparedness'*) establish a clear set of roles and responsibilities for those involved in emergency preparation and response at the local level.

The CCA divides local responders into two categories, imposing a different set of duties on each. Those in category 1 are organisations at the core of the response to most emergencies (the emergency services, local authorities, NHS bodies). Category 1 responders are subject to the full set of civil protection duties. They will be required to:

- assess the risk of emergencies occurring and use this to inform contingency planning
- put in place emergency plans

- put in place business continuity management arrangements
- put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- share information with other local responders to enhance co-ordination
- co-operate with other local responders to enhance co-ordination and efficiency
- provide advice and assistance to businesses and voluntary organisations about business continuity management (local authorities only)

Category 2 organisations (which includes the Health and Safety Executive, transport and utility companies) are co-operating bodies. They are less likely to be involved in the heart of planning work but will be heavily involved in incidents that affect their own sector. Category 2 responders have a smaller set of duties, which covers co-operating and sharing relevant information with other category 1 and 2 responders.

Category 1 and 2 organisations come together to form local resilience forums (based on police areas) which will help co-ordination and co-operation between responders at the local level.

C3: command, control and coordination

In the context of UK resilience, C3 stands for command, control and coordination which are essential components for managing emergency responses effectively:

- command refers to the authority and responsibility to make decisions and direct resources during an incident
- control involves the processes and systems used to manage resources and operations to achieve the objectives set by the command
- coordination ensures that all involved agencies and organisations work together seamlessly, sharing information and resources to respond efficiently to the incident.

Control of Major Accidents and Hazards (COMAH) sites

A COMAH site (Control of Major Accidents and Hazards) is a facility that stores or handles significant quantities of hazardous substances, such as chemicals, oils or gas. These sites are regulated under the COMAH regulations 2015 to prevent major accidents and limit their consequences for people and the environment.

Emergency

Under the *Civil Contingencies Act 2004 (CCA)*, an emergency is defined as an:

- event or situation which threatens serious damage to human welfare, meaning it involves, causes or may cause loss of human life, human illness or injury, homelessness, damage to property, disruption of supply of money, food, water, energy or fuel, disruption of a system of communication, disruption of facilities for transport or disruption of services relating to health;
- an event or situation which threatens serious damage to the environment, meaning it causes or may cause contamination of land, water or air with biological, chemical or radioactive matter or disruption or destruction of plant life or animal life; and
- war, or terrorism, which threatens serious damage to the security of the UK.

JESIP (Joint Emergency Services Interoperability Principles)

JESIP is a framework designed to improve the way emergency services in the UK work together during major incidents. *JESIP* provides a set of principles and practices to ensure effective multi-agency collaboration, enhancing the overall response to emergencies. The key principles are:

- co-location
- communication
- coordination
- joint understanding of risk
- shared situational awareness

Major incident

A major incident is defined as an event or situation with a range of serious consequences which require special arrangements to be implemented by one or more emergency responder agency.

Resilience

The *UK Government's Resilience Framework* defines resilience as: the UK's ability to anticipate, assess, prevent, mitigate, respond to, and recover from natural hazards, deliberate attacks, geopolitical instability, disease outbreaks, and other disruptive events, civil emergencies or threats to our way of life.

National Security Risk Assessment

The UK's National Security Risk Assessment (NSRA) is a comprehensive evaluation of the most significant risks that could impact the nation. Conducted annually, this classified assessment draws on expertise from various government departments and agencies to identify and prioritize potential threats. The NSRA covers a wide range of risks, including natural disasters, cyber-attacks, terrorism, and major accident.

The findings from the NSRA inform the *National Risk Register (NRR)*, which is the public-facing version of the NSRA.

