



**CUMBRIA
RESILIENCE**

Cumbria Resilience Forum Strategic Plan 2020-2022

Version 1

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The member agencies of the Cumbria Local Resilience Forum believe in the Seven Nolan Principles (also known as the Seven Principles of Public Life):

1. **Selflessness** – Member agencies should act solely in terms of the public interest.
2. **Integrity** – Member agencies must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. **Objectivity** – Member agencies must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. **Accountability** – Member agencies are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. **Openness** – Member agencies should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. **Honesty** – Member agencies should be truthful.
7. **Leadership** – Member agencies should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

1 Foreword by the Chair of Cumbria Resilience Forum

Welcome to the 2020-2022 issue of our Strategic Plan, outlining the purpose and strategy until 2022 along with the Goals, Activities and Outcomes planned for the Cumbria Local Resilience Forum in 2020.

The work of the Forum has been dominated this year by the Covid-19 pandemic response, which continues to place unprecedented demand on all the partners involved. We are fortunate to have a very effective partnership, having responded to and recovered from a number of civil emergencies over recent years. The planning and preparation undertaken by the LRF, including the revised Pandemic Flu plan has helped us to mount a large-scale response with a clear strategy from the outset to minimise the loss of life in our county.

Cumbria experienced a peak in infections ahead of most of the UK and there has already been a terrible loss of life in hospitals, care settings and in the community. Our condolences go to all those families who have lost loved ones.

The pandemic is not over and we are likely to be running Response and Recovery simultaneously for many weeks or months to come. The learning from the initial wave of infection is being taken to allow us to plan for any subsequent peaks in infection rates and to develop new structures and processes to work in line with HM Government strategy in a local Cumbrian context.

Despite the extraordinary circumstances we are currently experiencing, the work of the Forum continues in assessing a wide range of risks within Cumbria, anticipating events over the next twelve months and planning our response to ensure that we are fully prepared and our local communities as resilient as possible.

This document provides information on how partners in Cumbria work together in planning, response and recovery, and how we support our communities to build their own resilience. More information will be made available via our web pages at www.cumbria.gov.uk/emergency.



Andrew Slattery

Assistant Chief Constable
Cumbria Constabulary
Cumbria Local Resilience Forum Chair

2 What is the ‘Cumbria Resilience Forum’?

The Civil Contingencies Act 2004 (CCA) established a clear set of roles and responsibilities for those involved in emergency preparation and response at the local level. Local responders are divided into two categories with different sets of duties applying to each. Also, for the first time, the Act introduced the idea of Local Resilience Fora – groups which bring together Category 1, along with Category 2, Responders to work together to plan, train and exercise in order to develop resilience in their local areas. The Local Resilience Fora are based on the local police area, and place an emphasis on *cooperation* between member agencies.

For more information on Category 1 and 2 Responders under the CCA please see www.cabinetoffice.gov.uk/ukresilience

3 What does it do?

The CCA is supported by statutory guidance (‘Emergency Preparedness’) and non-statutory guidance (‘Emergency Response and Recovery’) which provides further information on how the Act should be implemented.

The efforts of Cumbria Local Resilience Forum are largely concentrated on working together to *prepare and plan* for emergencies, based on our assessment and prioritisation of local risks in the Cumbria Community Risk Register. However, when incidents do happen, the membership of the group is reflected in those responding to the emergency at the tactical and strategic levels. For more information on how we respond to incidents in Cumbria, please see our document ‘Managing Emergencies in Cumbria’ which is available on our website www.cumbria.gov.uk/emergency

Cumbria Local Resilience Forum’s strategic priorities are drawn from national and regional drivers as well as local issues and any identified areas for development raised during exercise or actual incident.

4 How does it work?

The Cumbria Local Resilience Forum Executive Group is made up of senior representatives of member agencies, such as Chief Executives or Directors from Category 1 and 2 Responders, as well as others who contribute to the work of the forum. It is currently chaired by the Assistance Chief Constable from Cumbria Constabulary.

The aim of the Executive Group is to determine strategy and policy matters relevant to emergency planning and response. This includes the commissioning of developmental programmes based upon learning through joint training and exercising.

In support of the Cumbria Local Resilience Forum is the Resilience Forum Programme Board whose aim is to oversee the implementation of the strategies and policies determined at the strategic level.

Working under the direction of the Programme Board are six Work Streams who focus on specific areas of the response to and recovery from large-scale challenges or incidents. In addition, a group reportable to the

Local Health Resilience Partnership¹ – the Cumbria Health and Social Care Resilience Group – focuses on health-related resilience and response capability. The remit of each of the Work Streams is not only to implement the Cumbria Local Resilience Forum strategies and policies, but also to identify and report back to Cumbria Resilience Forum, via the Programme Board, on emerging challenges and opportunities.

Task and Finish groups are established from within the Work Streams as necessary to progress specific projects.

The Cumbria Local Resilience Forum is supported by an LRF Manager and secretariat. For more information on the structure of the Cumbria Local Resilience Forum, please see Page 7.

¹ Local Health Resilience Partnerships (LHRPs) were established in 2013 to deliver national emergency preparedness, resilience and response (EPRR) strategy in the context of local risks. These bring together the health sector organisations involved in emergency preparedness and response at the LRF level.

5 Purpose

“Our purpose is to plan for, resource and respond to events and emergencies in Cumbria and facilitate recovery where necessary”



Assess

- Horizon scanning
- Risk Assessment.



Prepare

- Maintain multi-agency plans.
- Validate multi-agency plans through joint training and exercising.
- Promote business continuity both within partner agencies and within the community.
- Communicate with communities and enable those communities of Cumbria in respect of becoming resilient to challenges that may impact on them locally.



Respond

- Share information with other responders.
- Cooperate with other responders (including communities and citizen responders) for a better coordinated response.
- Warn and communicate with communities in emergencies.

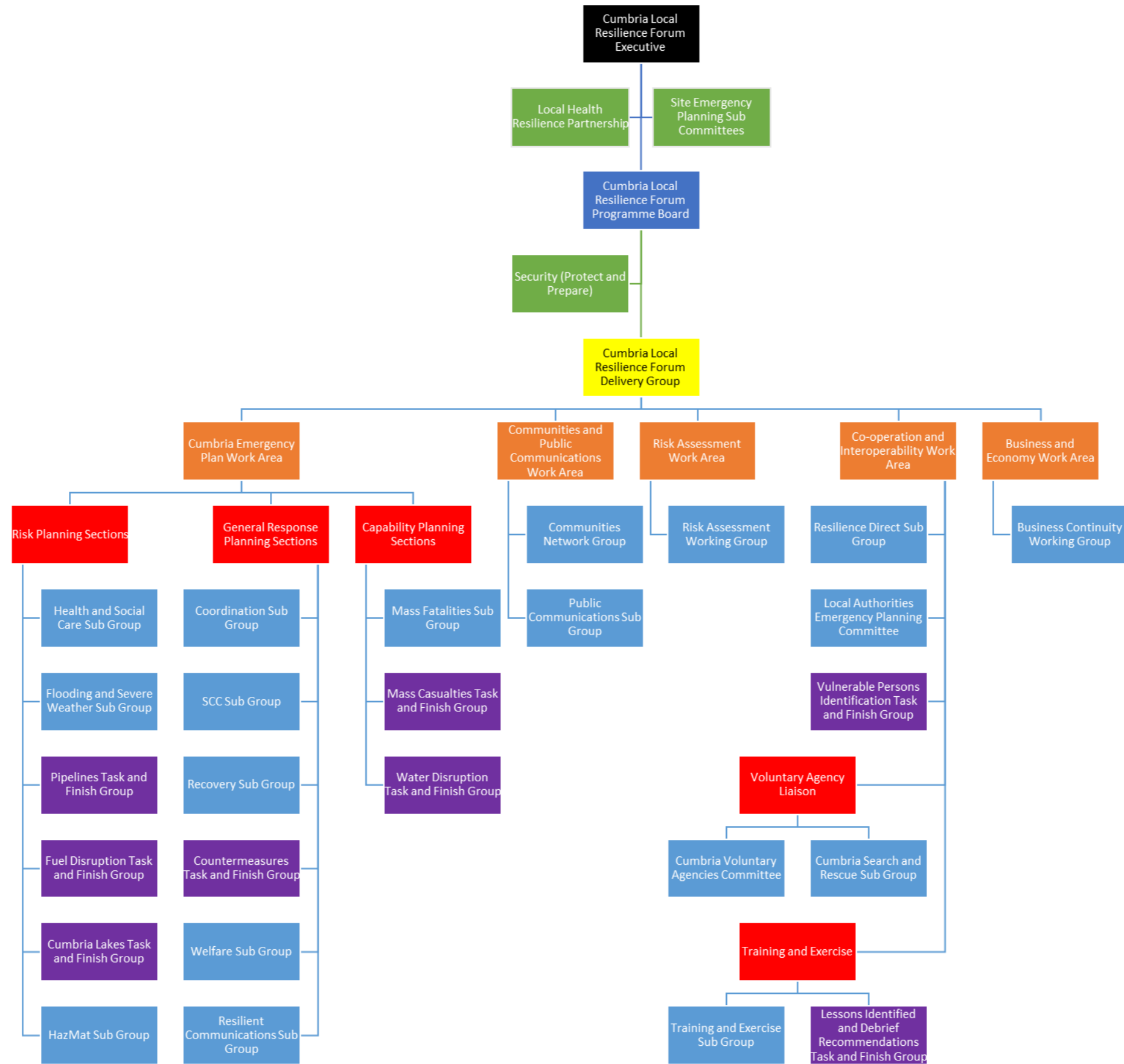


Recover

- Share and cooperate with others (including communities and citizen responders) for a better informed recovery phase.
- Recognise the complexity and dynamic nature of recovery management arrangements.
- Focus on key areas of community, human welfare, infrastructure, environment and economic
- Share understanding of the protracted nature of recovery.

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6 Cumbria Local Resilience Forum Structure (while not responding).



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7 Strategy

Strategic Intent

To ensure that all members of the Cumbria Local Resilience Forum are working together to plan for, resource and respond to events and emergencies in Cumbria and facilitate recovery where necessary.

Strategic Objectives

- Maximise the safety of the communities in Cumbria by assessing and prioritising threats and risks pertinent to this county (whilst be cognisant of the need to support the regional and national response if required) and ensuring an appropriate response to and recovery from an emergency.
- Ensure all emergency plans are developed, reviewed and refreshed in accordance with current guidance and ensure that resources and arrangements are capable of responding.
- Develop training and accreditation plans and deliver them at the strategic, tactical and operational levels to maintain existing skills and develop new skills as required.
- Develop resilience arrangements within our communities, maximising self-resilience and integration with responders.
- Ensuring our communities are informed and aware of the threats and risks that we are addressing and that they are consulted with regarding plans and responses.
- Manage the ongoing impacts to Cumbria of Covid-19 and identify lessons from the incident.
- Plan for the development of the prioritisation and implementation of the lesson identified during incidents including Covid-19.

To enable the objectives to be met by 2022 there are shorter term goals that are to be delivered in 2020.

8 Aims and Objectives for 2020

Aim

To provide improved arrangements that are increasingly robust, resilient and agile to protect the communities of Cumbria in an ever changing environment where dynamic natural and human threats give rise to security and safety risks.

Objectives

- 1) Work together to identify the ongoing impacts to Cumbria and support the response and recovery to Covid-19. Identify lessons from the incident and manage potential concurrent risks.
- 2) Deliver the Cumbria Local Resilience Forum Delivery Plan for 2020.
- 3) Ensure emergency arrangements, from strategic to operational levels within and between Cumbria Local Resilience Forum partners, are robust at all levels during the response to and recovery from any large scale challenge or emergency within or affecting the residents or environment of Cumbria, and better integrate communities into the response arrangements of the Local Resilience Forum.
- 4) Deliver a revised Cumbria Community Risk Assessment and promote, ensuring it informs the Cumbria Local Resilience Forum and that activities align with the key objectives.

Our long-term strategy sits alongside our 2020 goals and activities and provide the forum with a broader set of outcomes to be achieved through collaborative work which will take us beyond 2020.

9 Outcomes for 2020

	Objectives	Outcomes
1	Work together to identify the ongoing impacts to Cumbria and support the response and recovery to Covid-19. Identify lessons from the incident and manage potential concurrent risks.	<ul style="list-style-type: none"> • Continue with the response and recovery activity to mitigate impacts for Cumbria. • Continue to identify impacts to support planning. • Be sensitive to the continued recovery efforts and communities as they return to a new normality. • Horizon scan potential concurrent risks. • Identify lessons from Covid-19 response and recovery.
2	Deliver the Cumbria Local Resilience Forum Delivery Plan for 2020.	<ul style="list-style-type: none"> • Deliver Plan updates including – Cumbria Lakes, Coordination, Multi Agency Flood, Public Communications and Recovery Plans. • Deliver REPPIR Changes to Sellafield and BAE Systems Off Site Emergency Plans. • Deliver a new Plan to replace Resilient Telecommunications and Responder Communications. • Develop principles for Multi agency Support Team, Multi Agency Information Cell and Communities to COBRA communications. • Develop Response Guides and replacement to Managing Emergencies in Cumbria. • Develop protocols for Resilience Direct Mapping and fall back to Resilience Direct.
3	Ensure emergency arrangements, from strategic to operational levels within and between Cumbria Local Resilience Forum partners, are robust at all levels during the response to and recovery from any large scale challenge or emergency within or affecting the residents or environment of Cumbria, and better integrate communities into the response arrangements of the Local Resilience Forum.	<ul style="list-style-type: none"> • An integrated all hazards and threats response, where Cumbria Local Resilience Forum partners are able to adapt to any disruptive challenge or untoward emergency within Cumbria. • The national Joint Emergency Service Interoperability Programme (JESIP) doctrine will be fully integrated, influenced and developed for all responders. This will be reflected within the General Emergency Plan. • Areas for development identified during exercise or actual incident are fully embedded into the General Emergency Plan and those plans of partners to ensure that learning has taken place. • The arrangements supporting a Strategic Coordination Group will be tested and seen to be robust. • The arrangements supporting a Tactical Coordination Group in order to provide direction to the tactical and operational levels are developed in line with Lessons Identified from previous incidents. • Embed Community Emergency Plans into the General Response Plan.
4	Deliver a revised Cumbria Community Risk Assessment and promote, ensuring it informs the Cumbria Local Resilience Forum and that activities align with the key objectives..	<ul style="list-style-type: none"> • We will have assessed and developed the 2020 Community Risk Register in a multi-agency environment and made it available to partners via Resilience Direct. • We will have produced a public-facing version of the 2020 Community Risk Register and published it online and the Cumbria County Council website. • The highest risks will be reflected in the work of the Cumbria Local Resilience Forum during 2020 and 2021.

In 2020 Cumbria Resilience Forum will:

- 1) Work together to identify the ongoing impacts to Cumbria and support the response and recovery to Covid-19. Identify lessons from the incident and manage potential concurrent risks.
- 2) Deliver the Cumbria Resilience Forum Delivery Plan for 2020.
- 3) Ensure emergency arrangements, from strategic to operational levels within and between Cumbria Resilience Forum partners, are robust at all levels during the response to and recovery from any large scale challenge or emergency within or affecting the residents or environment of Cumbria, and better integrate communities into the response arrangements of the Local Resilience Forum.
- 4) Deliver a revised Cumbria Community Risk Assessment and promote, ensuring it informs the Cumbria Resilience Forum and that activities align with the key objectives.