

Strategy

2026/27-2028/29

Version 1.0
2026/27 – 2028/29



Document Control

Authorisation

This document is prepared, maintained and published by the Lancashire Resilience Forum (LRF) Business Manager and approved by the LRF Executive Group.

This strategy is designed to formalise and document the strategic aim and objectives of the LRF.

As the Resilience Forum is not a statutory body, the strategy does not form any contractual or legal requirement on any member organisation. Each member organisation of the LRF remains accountable for delivering its legal duties under the Civil Contingencies Act, 2004. This strategy provides shared multi-agency direction while respecting those statutory responsibilities.

Amendments to the document can be directed at any time by the LRF Executive Group.

Authorisation

Version	Approved By	Date
1.0	Executive Group	June 2026



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01 Executive Summary

UK Resilience works to prepare for, respond to and recover from the various threats that impact our communities. We live in an increasingly volatile world and as our risk landscape continues to evolve, we too must continue to adapt to ensure that we are better prepared, coordinated, and always learn from our experiences.

The National Resilience Standards highlight desired outcomes for Local Resilience Forums (LRFs) to achieve Good and Leading Practice. These state that an LRF should operate with:

- ✓ Appropriate strategic leadership and direction to establish a consensus on LRF direction, strategy and priorities and;
- ✓ A secretariat function that is appropriately funded through an agreed resourcing model, which enables it to support the strategy, work programme and wider organisation of the LRF.

Within Lancashire, our Local Resilience Forum has developed this strategy to help us, as a multi-agency partnership, collectively meet these standards and the duties outlined in the Civil Contingencies Act, 2004 – the legislative framework for civil protection in the UK that all Category 1 and 2 responders work to. It's all about preparing for emergencies together.

It is founded on the three objectives outlined in the UK Government Resilience Action Plan, and describes how we will work together to achieve our collective ambitions to address our local resilience priorities, while at the same time aligning to the national strategic direction.



Resilience Action Plan Objectives:

01

Continuously assess how resilient the UK is to target interventions and resources effectively.

02

Enable the whole of society to take action to increase their resilience.

03

Strengthen the core public sector resilience system.



This strategy spans 2026/27 to 2028/29. Recognising the potential implications of organisational changes, including Local Government Reform and Police Reform, the strategy will be reviewed earlier should the national or regional governance landscape change.

02 Lancashire Profile

Size:
3066km²


Population:
1.6 million
(+tourism/visitors)

137
miles of
coastline

3
major rivers

104
high risk
reservoirs

172
flood warning
areas



50,563
properties have
1% chance of
flooding in any
given year

5
motorways

100s
of miles of strategic
road network




326km
of rail track

Movement
of **nuclear**
and **chemical**
material



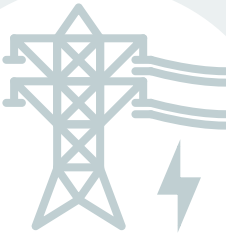
3
seaports




2
airfields

Off-shore rigs




Key
utilities assets

4
universities and other
education providers





5
prisons

6
main hospitals



Industrial
activity

7
Upper Tier
COMAH Sites

2
REPPIR Sites



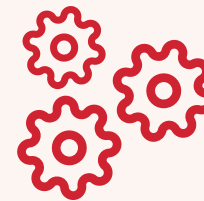
757.3km
of **pipelines**
carrying natural
gas and ethylene



Popular **tourist**
attractions

Iconic sites and
infrastructure
of significant
importance

Diverse
communities



Birthplace of
Industrial Revolution



Leader in
**Advanced
Manufacturing**



Aerospace
pioneers

Areas of
Outstanding
Natural beauty



80%
rural but with
a largely **urban**
population

King's castle
in the north



Geographical
centre
of Great
Britain

Collective of
brands, brains,
products, people,
places, services,
heritage, land
and **opportunity.**

03 Lancashire Prepared

Our county has experienced a number of emergencies that have affected our communities whether this be due to local, regional or national incidents. Some of the most significant include:

A **huge fire** at Wood Treatment Ltd. in Bosley Mill resulted in a large explosion from the combustible dust that claimed four lives. It took several days to suppress the fire, leaving 800 tonnes of rubble. Whilst this incident took place in Cheshire, Lancashire provided crucial support by deploying its Urban Search and Rescue Team, including specialist staff, equipment, and canine units, to assist Cheshire Fire and Rescue Service in the difficult search and recovery operation. This large-scale deployment tested national resilience and yielded valuable lessons for future major incidents, showcasing regional cooperation in the face of tragedy.



2015 Bosley Mill Explosion

2015 Storms Desmond and Eva

The **storms** brought widespread flooding affecting hundreds of communities, damaging homes, businesses and critical infrastructure like bridges, disrupting tourism and connectivity. LRF partner agencies supported in the immediate emergency response and in the long-term recovery operations (including investigations, property-level protection schemes, bridge repairs and establishing resilience commissions to improve community preparedness for future events).



The response to the **2015 Cryptosporidium outbreak** in Lancashire was a multi-agency effort, led by United Utilities, which issued an immediate “boil water notice” affecting over 300,000 households for nearly three weeks. Public health bodies and local councils coordinated the public safety response.

The response to the **H5N8 avian flu outbreaks** in 2017 was a coordinated effort between national government agencies (Defra, APHA, PHE) and local stakeholders to contain the H5N8 strain and prevent its further spread through the region’s significant poultry and wild bird populations. LRF partner agencies worked to implement Control Zones and to share important public information – this involved issuing information to residents and bird keepers via agencies’ communication channels, advising on biosecurity, legal requirements within the zones and how to report dead birds.



2015 Cryptosporidium Outbreak

2017 Manchester Arena Bomb

2017 Avian Flu

>>>

A **terrorist suicide bombing** took place at the Manchester Arena on 22 May 2017, following a concert by the American pop singer Ariana Grande. Whilst this incident happened in Manchester it impacted Lancashire residents and LRF partner agencies supported not only in providing support to our local residents, but also by way of mutual aid to the response, particularly among the Blue Light organisations.



LRF partner agencies coordinated a response to the **Beast from the East** weather event in 2018, focusing on protecting vulnerable residents, managing transport disruption with gritters, closing schools, and ensuring emergency communication, while also highlighting the critical role of community volunteers.



The response to the 2018 **Rivington and Winter Hill moorland fires** involved a monumental multi-agency effort to contain the blaze, protect critical infrastructure, and implement long-term prevention measures. The operation, which spanned 41 days of firefighting, involved a wide range of partners, including Lancashire Fire and Rescue Service (LFRS), Greater Manchester Fire and Rescue Service, Lancashire Police, Bolton Council, Mountain Rescue teams, the Environment Agency, Public Health England, military personnel, and volunteers.



2018

Beast from the East

2018

Rivington and Winter Hill Moorland Fires

2020

COVID-19 Pandemic

The Lancashire response to the **COVID-19 pandemic** involved a collaborative effort led by multi-agency partners, focusing on public health, social care support, testing, and service adaptation. The multi-agency partners met regularly to coordinate actions and share information. Specific Cells were established to focus required activity in dedicated areas, e.g. an Adult Social Care Cell was established to advocate for the care sector. The response was dynamic, involving constant adaptation and collaboration between various public sector bodies and community groups to manage the unprecedented challenges of the pandemic.



This response involved multi-agency efforts between the emergency services, local authority, Highways and gas service engineers following a **gas explosion** caused by malicious tampering with the gas supply pipe, which tragically killed a child and left four people injured. Residents from the surrounding area were evacuated from the scene, while a safety cordon and road closures were put in place.



2021 Storm Christoph

2021 Heysham House Explosion

2023 High Risk Waste Fire – Al Supa Skips



During **Storm Christoph** multi-agency partners, including emergency responders, United Utilities, Sefton Council and Lancashire Wildlife Trust, worked successfully in response to what was forecast to be the heaviest rainfall for decades.



High Risk Waste Fires are fires that occur at legal and illegal sites. There are a number of illegal sites around Lancashire and in the last few years some of these sites have had large fires which have impacted the community. The multi-agency response to these incidents is large scale and prolonged over days and weeks, absorbing lots of resources. This response to the fire at Al Supa Skips, Lancaster, was from December 2023 to March 2024 involving Lancaster City Council, Lancashire Fire and Rescue Service, Lancashire Constabulary, Environment Agency, UKHSA, Lancashire County Council, MHCLG RED, SP Electricity North West and United Utilities, among others. These agencies worked together to deal with the consequences of the fire, which included air pollution, water course pollution, health impacts, loss of business, road closures, land contamination, and potential longer term health impacts. They carried out joined-up activity such as consistent and clear communications and public information drop in events, and the coordination of the use of public funds to fund waste removal (and access to machinery not held by responders).

Lancashire's response to the July 2, 2023, **M6 milk spill** involved a multi-agency effort led by Lancashire Police, Lancashire Fire and Rescue Service, National Highways, and the Environment Agency. The response focused on managing the immediate aftermath of the crash, treating the injured, recovering the vehicle, and conducting extensive clear-up operations due to a large volume of spilled milk and diesel.



Lancashire's response to the persistent **illegal waste burning** in Hyndburn involved a multi-agency effort, including Hyndburn Council, Lancashire Fire and Rescue, Lancashire Constabulary, Environment Agency, UKHSA, Lancashire County Council, MHCLG RED, among others. These partners worked together to manage active fires, mitigate public health risks, and use legal tools to address the long-term issue of the unlicensed waste site in Great Harwood.



2023

M6 Closure due to traffic collision

2023

Leyland Bomb Threat

The coordinated multi-agency response to this incident primarily involved the **evacuation of several properties** and the deployment of army personnel to make the scene safe. The investigation was led by Counter Terrorism Policing North West (CTPNW), with support from Lancashire Police and other partner agencies. The local authority set up a rest centre to provide temporary accommodation and welfare support for those affected.

2024

Hyndburn High Risk Waste Fire



The **Southport stabbings** occurred in Merseyside, not Lancashire, so the primary operational response was managed by the Merseyside Resilience Forum. Lancashire Resilience Forum partner agencies were instrumental in ensuring that the needs of four of the injured girls and their families, who were Lancashire residents, were met. The Lancashire Humanitarian Assistance Lead Officer (HALO) chaired a multi-agency group with colleagues from Local Authorities, Health/ICB and Police to ensure all humanitarian aspects include psychosocial support, advice/guidance to schools and Community support for those living in proximity to the perpetrator were all considered and responses co-ordinated. Some of this work, particularly the support to the affected community, transitioned into a Recovery Group chaired by the Director of Public Health for Lancashire. Cross-border work with Merseyside was in place from the outset and Lancashire continues to engage on recovery issues with Sefton Council.

A significant **building fire** occurred on Church Street, Preston City Centre, involving a derelict multi storey structure with partial collapse risk. A Major Incident was declared due to structural instability and the possibility that three persons were unaccounted for, as evidence of rough sleeping (sleeping bags) was found inside. The response involved a large scale attendance from LRF partner agencies including Lancashire Fire and Rescue Service, Lancashire Constabulary, North West Ambulance Service, Preston City Council, Environment Agency, NHS partners and Humanitarian Assistance Lead Officer (HALO) representation. Multiple Tactical and Strategic Coordinating Groups were convened to coordinate multi-agency response arrangements – while the fire was contained, collapse hazards, debris, utilities risk and confined interior spaces complicated operations.



2024 Southport Stabbing

2024 Public Disorder

Following the **Southport stabbings**, mis/dis information on social media led to public disorder taking place in Southport the day after the stabbings. Due to social media, this incident then spread across the country and led to many protests of varying levels throughout the following week. Lancashire LRF partner agencies held pre-incident advisory meetings to provide a forum for information/intelligence sharing and partner briefings about planned responses. Lancashire saw some low-level protests and the response to these was coordinated through the Lancashire Tactical Coordinating Groups with partners attending from Blue Light organisations, Local Authorities and Health Partners as well as supporting organisations such as the Universities.

2024 Building Fire, Preston



On 31 December 2024, Lancashire experienced **widespread flooding** across multiple districts, triggering 28 Environment Agency flood warnings and numerous reports of rising river levels, surface water issues, and localised impacts. The scale and distribution of impacts, including power loss/disruption, required a countywide coordinated response. Lancashire County Council's Highways team was heavily deployed throughout New Year's Eve, responding to highway flooding, road closures, drainage issues, and debris management, while multi-agency Tactical Coordinating Group meetings were held to maintain situational awareness and coordination across districts.



In February 2025, HCRG Care Group (service provider to a number of Lancashire organisations) was targeted by a **ransomware attack**. LRF partner agencies responded by coordinating clear communications, aligning with national key messages and working with HCRG; and establishing a Vulnerability Working Group which carried out risk assessment of identified cases and set up a Humanitarian Assistance Coordinating Group to coordinate the activities of responders involved to ensure the needs of affected people were understood and met wherever possible.

2024 Countywide Flood event – 28 flood warnings issued

2025 Storm Eowyn

2025 HCRG Data Breach (National)

2025 Land-based oil spill in Half-Moon Bay, Lancaster

Storm Eowyn impacted Lancashire on 22 January 2025, triggering a significant multi-agency response due to Amber wind warnings forecasting 60–70mph widespread gusts, with potential for 70–80mph inland and 80–90mph along exposed coasts and higher ground. A Pre Incident Advisory Meeting was convened by Lancashire Constabulary, attended by Highways and Communications, to coordinate situational awareness and preparedness. Impacts anticipated by the Met Office included falling trees and debris, structural damage, power disruption, and significant travel hazards. Throughout the day, partners monitored conditions closely, with Highways placing teams on standby and services preparing for road closures, debris clearance, and building safety issues. No major incident was declared, but the event operated at a tactical level as there were numerous reports of trees down, road obstructions, and minor structural damage county wide.

On the afternoon of 21 February 2025, a member of the public reported the presence of a dark, oil like substance along the south end of Half Moon Bay, Lancaster, triggering a **coastal pollution response**. The initial Pollution Report issued by HM Coastguard confirmed a 50–75m area of thick black liquid, believed to be marine diesel, floating on the water surface. The incident was classified as a Tier 2 Maritime and Coastal Pollution (MACPOL) event, prompting multi-agency coordination. Contractors, including Adler & Allan, were engaged to support shoreline assessment, sampling, and clean-up activities, while the Environment Agency began source tracing.



North West Fire Control notified of a **significant fire** at Stuart House – an abandoned building in Burnley undergoing complex internal renovation. The situation presented immediate structural risks with reports of dangerous building conditions, potential collapse and persons reported. Lancashire Fire and Rescue Service deployed a substantial response including eight pumps, two Aerial Ladder Platforms, the drone unit, and later a Mobile Command Unit. The response was supported by other LRF partner agencies including Lancashire Constabulary, North West Ambulance Service, Burnley Borough Council, Lancashire County Council and British Red Cross through a multi-agency Tactical Coordinating Group. A demolition contractor was sourced to undertake controlled removal of unsafe upper sections of the building and the local community were kept updated through the provision of leaflets and reassurance messaging.



2025 Building fire at Stuart House, Burnley

2025 Padiham Power Outage Outage

In August 2025, thousands of homes and businesses were left without electricity after a huge **power cut**. The primary operational response on the ground was managed by Electricity North West engineers who worked to restore supplies as quickly and safely as possible, using generators to temporarily restore power. However, utility companies worked with wider multi-agency partners, including emergency services, local authorities and the NHS to ensure a coordinated response and shared situational awareness across all agencies to minimise the impact on the community.

2025 Darwen Sink Hole

In September 2025 seven homes were evacuated after a **road collapsed** in Darwen. This multi-agency response focused on immediate public safety, securing the affected site, and supporting the temporarily displaced residents, with a focus on investigation and remediation led by the Mining Remediation Authority and the developer. Blackburn with Darwen was the lead local authority and they secured the area, supported evacuated residents, and provided public updates via their social media channels, often linking to the developer's dedicated information website.



Lancashire Prepared

To ensure we are prepared for what we might face in the future, this strategy outlines how we will continue to improve our ability to collectively prepare for, respond to and recover from emergencies in Lancashire.



04 Lancashire Resilience Forum

The Lancashire Resilience Forum (LRF) is one of 42 local resilience forums across England and Wales established to support member organisations to deliver their statutory duties as outlined in the Civil Contingencies Act, 2004 (CCA).

It is a multi-agency partnership made up of representatives from Category 1 and Category 2 Responder organisations (as defined in the CCA), including our emergency services, local authorities, government agencies, the health sector and utility and transport companies.

LRFs also work with a range of other supporting responders, who, whilst not formally categorised as Category 1 or 2, are an integral part of LRFs and our emergency response. For Lancashire, these include industry, the military (represented by the Joint Regional Liaison Officer), universities, the voluntary and community sector, and central government represented by the Government Liaison Officer.



At its core Lancashire Resilience Forum enables its partners and communities to be better prepared to respond to and recover from emergencies by:

- ✓ Preparing multi-agency risk assessments, in line with the national risk assessment process guidance, products and local knowledge, to identify risks which may impact Lancashire communities. Where possible and appropriate, we look to mitigate those risks.
- ✓ Producing multi-agency emergency response plans and capabilities that aim to prevent or minimise the impact of emergencies on local communities. This includes putting in place business continuity management arrangements.
- ✓ Fostering a programme of multi-agency training, promoting a positive, collaborative learning environment across partner agencies.
- ✓ Engaging in multi-agency exercises to test multi agency emergency response plans and capabilities.
- ✓ Warning and informing communities and businesses about local risks and encouraging their preparedness for and resilience to these risks.
- ✓ Coordinating multi-agency emergency preparedness and response structures which encourage collaborative and cooperative partnership working, shared understanding and situational awareness, and continuous learning.
- ✓ Learning from exercises and incidents through a coordinated debrief process with a view to ensuring continuous improvement locally, regionally and nationally.
- ✓ Collaborating with regional and national structures to share best practice and identify opportunities for improvement and/or joined-up working.



05 Strategic Aim and Objectives

Strategic Aim

To build a more resilient Lancashire, taking a 'whole of society' approach in working with residents, communities, and businesses to plan, prepare, respond to and recover from emergencies together.

Strategic Objectives

01

Continuously assess how resilient Lancashire is to target interventions and resources effectively.

02

Enable the whole of society to take action to increase resilience within our communities.

03

Strengthen our local resilience forum to enhance coordination, collaboration and communication.



06 Key themes

01

Continuously assess how resilient Lancashire is to target interventions and resources effectively.



Theme Risk Management

Where we are now

Lancashire Resilience Forum fosters a shared understanding of the risks we face in Lancashire. This is achieved through a structured risk management process driven by our Risk Assessment Working Group. We use the National Security Risk Assessment (NSRA), along with supporting documentation and guidance provided by central government, to identify and assess national risks that we may have to prepare for and respond to. Where appropriate, we tailor 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/or LRF Group and is regularly reviewed.

The Government makes risk information publicly available through the National Risk Register and the **Gov.prepare** website so that everyone understands the risks they should plan for and how to protect themselves. In support of this, Lancashire also publishes information relevant to our area in a Community Risk Register available on our LRF website (www.lancashire.prepared.org.uk). This provides our communities, businesses and individuals with information, advice and guidance on what to do before, during and after an emergency related to our top risks for Lancashire.

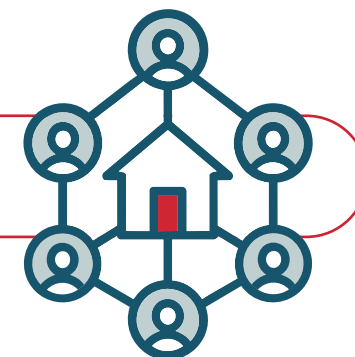


Where we want to be by 2028/29

Through this strategy we will aim to:

- ✓ **Engage with national mechanisms and meet National Resilience Standards on risk assessment:** We will continue to 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. This will include supporting the government in any developments of a national digital solution for risk assessment, something we continue to advocate for.
- ✓ **Enhance Risk Management processes by implementing thinking on Chronic Risks:** We will continue to consider government guidance on approaches to chronic risks, including data shared by the National Situation Centre, and will consider aligning our risk management process to the guidance.
- ✓ **Develop a capability assessment:** We will pursue a better, shared understanding of local and regional resilience capabilities with a view to informing multi-agency preparedness activity and identifying and addressing any gaps. This will complement our responses to the National Seasonal Preparedness Surveys and Local Capability Assessment commissions as well as our assessments of the National Resilience Standards, which in turn will be strengthened through a peer review process in line with the government's LRF Assurance Framework.
- ✓ **Make risk communications relevant and accessible:** We 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, including Seasonal Preparedness communication campaigns, with a view to mitigating the impact of risks on our communities. This will form part of our wider aim to integrate resilience into day-to-day activity.
- ✓ **Continue to support and improve the relationship between Lancashire Resilience Forum 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 coming years, Lancashire Resilience Forum agencies will continue to support each other in this work by sharing information, and where appropriate data, about risks (both potential risks and those that emerge in practice), including identifying vulnerabilities and vulnerable persons as outlined in government guidance. This will enable us to prioritise any responding activity and put in place proportionate assurance mechanisms.





Theme

Partnerships and Community Resilience

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, Lancashire Resilience Forum fosters collaboration in a variety of ways by:

- ✓ Coordinating activity through its various operational planning groups and encouraging participation from all Category 1 and 2 responders and other supporting organisations.
- ✓ Promoting co-location of partners through LRF activity, including group meetings, training, exercising, debriefing etc. This is in support of JESIP.
- ✓ Ensuring that relevant people attend multi-agency 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.
- ✓ Including the voluntary sector and community groups within our preparedness activity, for example by having dedicated LRF Groups (Humanitarian Assistance and Voluntary Organisations Subgroup and Community Resilience Group) with representation from such organisations, and by including all Category 1 and 2 and supporting organisations on LRF Training.
- ✓ Exploring different ways in which technology can help us collaborate across organisational boundaries, for example through the use of MS Teams.

Beyond the borders of Lancashire, we have also built constructive relationships with neighbouring LRFs. This helps us to share initiatives to the benefit of the area as a whole and increase the effectiveness of a cross-border response.

Community resilience empowers communities to withstand, adapt to, and recover from a whole range of adverse situations and events. We want to harness the networks of our community groups to promote resourcefulness and encourage proactive planning.

We have continued to develop our relationships with some of our long established community groups and have pioneered exciting projects with them, including the provision of resilient telecommunications equipment such as radios to support what could become more formalised Community Hubs. We have also created a dedicated 'Protect your community' section on our LRF website aimed at highlighting how people can prepare their communities for potential emergency situations. This encourages communities to be prepared, signposting to useful information tools such as a Community Emergency Plan template and toolkit. Subpages have also been created to showcase some key community resilience focused initiatives.

Where we want to be by 2028/29

Through this strategy we will aim to:

As we look ahead, we want to support the government's aspiration of a 'whole-of-society' approach to resilience and will aim to:

✓ **Empower and enable community groups to support their communities:**

We will provide an offer of support to our community groups which includes sharing existing offers from LRF partners, for example training, testing and exercising; developing further resources and toolkits for community groups, including signposting to useful information and best practice; and improving partnership opportunities with the LRF Community Resilience Group.

✓ **Better integrate the services offered from voluntary, community and faith services to planning and response:**

We will look to better understand the capabilities of our voluntary sector, community groups and faith leaders and build this into our risk assessment, plan development and training and exercising processes to strengthen our overall level of preparedness.

✓ **Ask and support the public to take action, if they are able to do so, to prepare for emergencies:**

We will continue to use our multi-agency communications assets, including website, social media channels and In The Know to encourage the public to 'Be Prepared, Not Scared'. This will align to our annual communications campaign calendar and will promote societal resilience, allowing urgent support to be directed to those most vulnerable.

✓ **Support businesses by promoting risk and resilience planning:** We will continue to signpost information, advice and guidance on preparing for emergencies to local businesses using our breadth of communications assets, including the 'Protect your business' pages on our LRF website. This will involve keeping up to date with national guidance and tools.

✓ **Foster a supportive environment to promote welfare and wellbeing across our partners:** We will continue to encourage partner organisations to fulfil their statutory responsibilities for the health, safety and welfare of their personnel, both in planning and response activity. We will look to engage and signpost to wellbeing experts as appropriate, including voluntary agencies that can provide psychosocial support to individuals before, during and after an incident.





Theme Investment and Innovation

Where we are now

Since the LRF Funding Pilot in 2021/22, Lancashire Resilience Forum has strived to invest in strategic solutions to enhance the capacity and capability of our partnership. Focusing on ensuring we are doing our best to deliver value for money of the public purse, we have consistently met government's criteria for each year that we have received funding. A key outcome of this funding we had to deliver was to 'Strengthen LRF Coordination and Secretariat Capability.'

In each year of the capacity and capability funding we have allocated spend to two key workstreams:

1. LRF Secretariat Staffing:

- Business Manager
- Business Support Officer
- Communications Coordinator

2. Local Innovation Fund: remaining funds allocated to a local funding pot for innovative projects in support of the continuous development of the LRF.

Benefits of this investment in people and innovation include the following, which frees up time for LRF partners to concentrate on risk assessments, plans, training and exercising to achieve better preparedness that ultimately benefits our communities:

- ✓ Coordination of HM Government returns.
- ✓ LRF coordination and administration.
- ✓ Representation on wider regional and national LRF groups.
- ✓ Data analysis, management and reporting.
- ✓ Provision of support, briefings and dissemination of information to the LRF Executive and Chairs of subgroups.
- ✓ Oversight and coordination of LRF funding streams, including project management.
- ✓ Central coordination of processes, including LRF training and exercising.
- ✓ Maintenance of LRF communications assets including website, social media platforms, newsletter and In The Know which enables important information to reach our partners and our communities.
- ✓ Development and maintenance of key LRF documentation including LRF Strategy, Concept of Operations, Information Sharing Protocol, Communication and Engagement Strategy, Work Programme, LRF Best Practice and Recommendations Tracker, Emergency Contacts List, Community Risk Register, Training Prospectus and LRF Calendar.
- ✓ Enhanced interoperability, collaboration, communication and coordination through use of innovative tools and more efficient processes.

We are grateful that MHCLG has confirmed £7.0m per annum for the LRF Capacity and Capability Fund for 2026/27–2028/29. This 3-year funding agreement will enable us to continue to provide a strong, centralised Secretariat function which is able to work smarter to better coordinate the partnership and drive desired outcomes that give assurance on our collective delivery of resilience in Lancashire.

Where we want to be by 2028/29

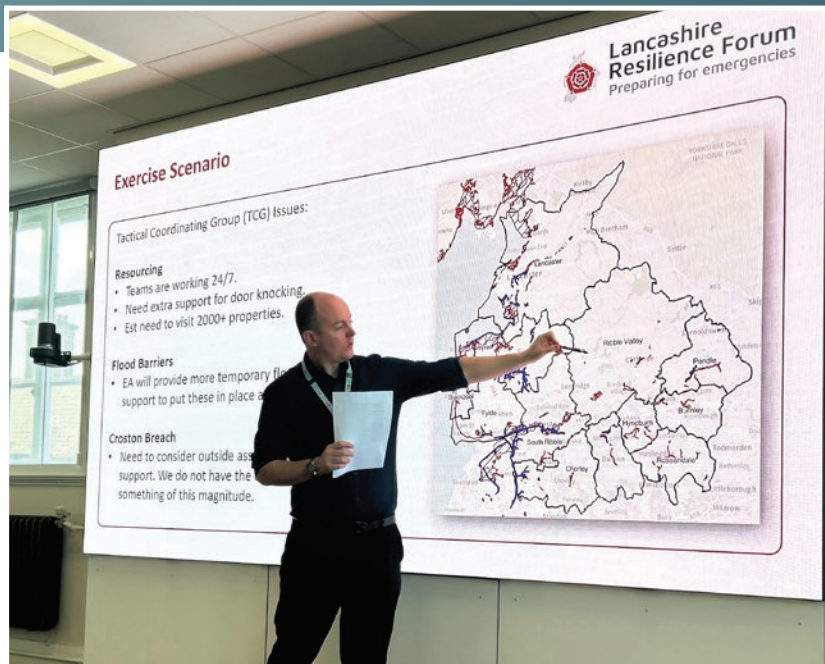
Through this strategy we will aim to:

- ✓ **Ensure funding is appropriate and managed:** We will continue to liaise with government and advocate for continued, longer-term funding agreements to enable the continuation of a resilient, centralised Secretariat team. This will allow us to maintain strategic and value for money investment of public funds and ensure we can deliver this strategy for Lancashire. We will consider alternative funding models by way of contingency.
- ✓ **Explore new funding opportunities:** We will look to increase our collective awareness of government and partner funding streams to deliver further efficiencies, new ways of working and resilience-focused projects. A key deliverable here would be to fund a Community Resilience Coordinator should this not be possible through the government's Capacity and Capability Funding.
- ✓ **Continue to align Lancashire Resilience Forum to the developing UK Government direction:** We will strive to reflect national resilience aims and objectives in our local LRF activity. This includes continuing to look to meet National Resilience Standards. Where possible we will work alongside UK Government to ensure Lancashire Resilience Forum is best supported by any funding models for any future expanded responsibilities and expectations of LRFs in England.
- ✓ **Strengthen collaborative and joint working:** We will continue to promote JESIP as the underpinning approach for multi-agency working for Category 1, 2 and Supporting Responders, alongside the Civil Contingencies Act duty to co-operate. Similarly, we will endeavour to



collectively share and apply lessons from the Joint Organisational Learning (JOL process). Enhancing our joint-working will be supported by appropriate LRF communications using our practitioner-facing channels, including MS Teams and LRF Newsletter. We will also continue to bolster our relationships with other LRFs, both across the North West and further afield, to identify opportunities for collaboration.

- ✓ **Strengthen LRF coordination:** We will build on improvements already made to LRF processes and information sharing, focusing on enhancements to our digital solutions and LRF data management. This will increase coordination through better alignment of LRF activity (risk assessment, plan reviews, training, exercising, debriefing), and contribute to improved reporting, supporting more informed decision making.



07 Monitoring and Evaluation

In order to ensure we remain on track with the delivery of this strategy, we will ensure appropriate activity is incorporated into our multi-agency LRF Work Programme, which is reported on quarterly to the LRF General Purposes Group and biannually to the LRF Executive Group.

The LRF Business Manager will also produce an annual report providing an overview and evaluation of our delivery of the strategy.

A summary of how we will measure our progress is provided below.

Objective	Theme	What we aim to do	How we are going to get there	How we will measure our progress
1. Continuously assess how resilient Lancashire is to target interventions and resources effectively.	Risk Management	Engage with national mechanisms and meet National Resilience Standards on risk assessment.	We will continue to 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. This will include supporting the government in any developments of a national digital solution for risk assessment, something we continue to advocate for.	✓ Quarterly Risk Assessment Working Group meetings (minuted) - discuss latest updates from government around risk as well as horizon scanning. ✓ Quarterly General Purposes Group meetings (minuted) - the above gets fed back to the General Purposes group who consider appropriate action for any gaps identified - such action will look to align to this strategy in future. MHCLG also provide latest government update and horizon scan. ✓ Biannual Executive Group Meetings (minuted) - any items for escalation are raised at the Executive group - these will be considered through cross-check against this strategy in the future. MHCLG also provide latest government update and horizon scan.
1. Continuously assess how resilient Lancashire is to target interventions and resources effectively.	Risk Management	Enhance Risk Management processes by implementing thinking on Chronic Risks.	We will continue to consider government guidance on approaches to chronic risks, including data shared by the National Situation Centre, and will consider aligning our risk management process to the guidance.	✓ Quarterly Risk Assessment Working Group meetings (minuted) - discuss latest updates from government around chronic risks. Report up to General Purposes and Executive groups as appropriate who will review and consider appropriate action in line with this strategy. ✓ Through Secretariat support, will ensure relevant partners are engaged in conversations around Chronic Risk, either through setting up of a bespoke Task and Finish Group or increasing the membership to the Risk Assessment Working Group as appropriate (membership/attendance records). ✓ Based on government guidance/templates when available, enhanced Local Risk Assessment/Register documentation which incorporates appropriate consideration of Chronic Risks.

Objective	Theme	What we aim to do	How we are going to get there	How we will measure our progress
1. Continuously assess how resilient Lancashire is to target interventions and resources effectively.	Risk Management	Develop a capability assessment.	We will pursue a better, shared understanding of local and regional resilience capabilities with a view to informing multi-agency preparedness activity and identifying and addressing any gaps. This will complement our responses to the National Seasonal Preparedness Surveys and Local Capability Assessment commissions as well as our assessments of the National Resilience Standards, which in turn will be strengthened through a peer review process in line with the government's LRF Assurance Framework.	✓ Risk Assessments to clearly identify capabilities - enhanced template with a section for 'capabilities'. ✓ Development of LRF Capabilities matrix to incorporate data from existing risk assessment, roles and responsibilities, partner capabilities (e.g. Blue Lights, Voluntary organisations, resilient telecommunications etc.) documentation. (LRF Secretariat Work Plan - Business Manager responsibility). ✓ Biannual returns to national seasonal preparedness surveys. (Submission and Analysis Reports). ✓ Frequent returns to national Local Capability Assessment surveys. (Submission and Analysis Reports). ✓ Engagement in LRF Peer Review process, when established. (Report). ✓ Reports back to LRF Executive and General Purposes group meetings(minuted) highlighting strengths and gaps in our capabilities.
1. Continuously assess how resilient Lancashire is to target interventions and resources effectively.	Risk Management	Make risk communications relevant and accessible.	We 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, including Seasonal Preparedness communication campaigns, with a view to mitigating the impact of risks on our communities. This will form part of our wider aim to integrate resilience into day-to-day activity.	✓ Community Risk Register (CRR) publication will follow the risk assessment process as the final output of that. This will be 'live' in line with the cycles of risk assessments shared with us by government. (CRR published on LRF Website). ✓ LRF Communications Coordinator will progress annual communications campaign plan (via all channels) including publication of latest Community Risk Register and Seasonal / risk-specific preparedness - signposting to key information shared on our website. (Website analytics). ✓ LRF Communications Coordinator to utilise In The Know survey tool to gather intelligence around public perceptions/awareness of risk and will look to do some comparison before/after campaigns. (Report). This will be reported to relevant LRF groups and the General Purposes and Executive groups. (Group meeting minutes).

Objective	Theme	What we aim to do	How we are going to get there	How we will measure our progress
1. Continuously assess how resilient Lancashire is to target interventions and resources effectively.	Risk Management	Continue to support and improve the relationship between Lancashire Resilience Forum 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 coming years, Lancashire Resilience Forum agencies will continue to support each other in this work by sharing information, and where appropriate data, about risks (both potential risks and those that emerge in practice), including identifying vulnerabilities and vulnerable persons as outlined in government guidance. This will enable us to prioritise any responding activity and put in place proportionate assurance mechanisms.	✓ Quarterly Risk Assessment Working Group meetings (minuted) - discuss latest updates from government around risk as well as horizon scanning. ✓ Quarterly General Purposes Group meetings (minuted) - the above gets fed back to the General Purposes group who consider appropriate action for any gaps identified - such action will look to align to this strategy in future. MHCLG also provide latest government update and horizon scan. ✓ Biannual Executive Group Meetings (minuted) - any items for escalation are raised at the Executive group - these will be considered through cross-check against this strategy in the future. MHCLG also provide latest government update and horizon scan. ✓ Use of appropriate LRF Response Structures, including Multi-Agency Assessment Team meeting, to provide multi-agency pre-incident briefings on any planned operations or events - minutes/actions captured. (Good practice recommendations in LRF Tracker regarding information sharing for planned operations and events).
2. Enable the whole of society to take action to increase resilience within our communities.	Partnerships and Community Resilience	Empower and enable community groups to support their communities.	We will provide an offer of support to our community groups which includes sharing existing offers from LRF partners, for example training, testing and exercising; developing further resources and toolkits for community groups, including signposting to useful information and best practice; and improving partnership opportunities with the LRF Community Resilience Group.	✓ Mapping of our community groups including records of key contacts and capabilities. ✓ Exercise Planning Guide and proforma to be updated with prompts to consider engaging Community Groups in LRF exercises. ✓ LRF debrief recommendations might highlight good practice / lessons identified in terms of engagement of community groups in LRF exercises and incidents. ✓ Community Groups distribution list generated for appropriate LRF Training. (Attendance records). ✓ Training and exercising attendee records. ✓ Enhanced content on the 'Protect your community' page on the LRF website. (Website analytics). ✓ Membership review / update for LRF Community Resilience Group.(Membership/ attendance records).
2. Enable the whole of society to take action to increase resilience within our communities.	Partnerships and Community Resilience	Better integrate the services offered from voluntary, community and faith services to planning and response.	We will look to better understand the capabilities of our voluntary sector, community groups and faith leaders and build this into our risk assessment, plan development and training and exercising processes to strengthen our overall level of preparedness.	✓ Up to date Voluntary Sector capabilities matrix which feeds into the wider LRF Capabilities matrix, which in turn will feed into LRF Processes and the Multi-Agency Work Programme. ✓ Exercise Planning Guide and proforma to be updated with prompts to consider engaging Voluntary Sector in LRF exercises. ✓ Training and exercising attendee records. ✓ LRF debrief recommendations might highlight good practice / lessons identified in terms of engagement of voluntary sector in LRF exercises and incidents.

Objective	Theme	What we aim to do	How we are going to get there	How we will measure our progress
2. Enable the whole of society to take action to increase resilience within our communities.	Partnerships and Community Resilience	Ask and support the public to take action, if they are able to do so, to prepare for emergencies.	We will continue to use our multi-agency communications assets, including website, social media channels and In The Know to encourage the public to 'Be Prepared, Not Scared'. This will align to our annual communications campaign calendar and will promote societal resilience, allowing urgent support to be directed to those most vulnerable.	✓ LRF Communications Coordinator will conduct an annual review of LRF website content to ensure it is up to date, including real-life case studies. (Report updates made via quarterly General Purposes Group meetings (minuted) and via quarterly LRF Newsletter). ✓ LRF Communications Coordinator will progress annual communications campaign plan (via all channels - including community champions / faith leaders) signposting to key information shared on our website to help people to help themselves. (Website analytics). ✓ LRF Communications Coordinator to utilise In The Know survey tool to gather intelligence around public perceptions/awareness of risk and will look to do some comparison before/after campaigns. This, along with general website analytics, will be reported to relevant LRF groups and the General Purposes and Executive groups. (Report). ✓ LRF debrief recommendations might highlight good practice / lessons identified in terms of public awareness/activity when it comes to preparing for emergencies.
2. Enable the whole of society to take action to increase resilience within our communities.	Partnerships and Community Resilience	Support businesses by promoting risk and resilience planning.	We will continue to signpost information, advice and guidance on preparing for emergencies to local businesses using our breadth of communications assets, including the 'Protect your business' pages on our LRF website. This will involve keeping up to date with national guidance and tools.	✓ LRF Communications Coordinator will maintain up to date content on the 'Protect your business' page of the LRF website. (Website analytics). ✓ Quarterly meetings (minuted) of LRF Business Continuity Group where partners share information, advice and guidance on Business Continuity Management and Promotion. LRF Communications Coordinator will take appropriate messaging to share publicly with businesses via the LRF Website and appropriate social media channels (LinkedIn). ✓ Membership review of the LRF Business Continuity group as appropriate to include key representatives from business sector. (Membership/attendance records).
2. Enable the whole of society to take action to increase resilience within our communities.	Partnerships and Community Resilience	Foster a supportive environment to promote welfare and wellbeing across our partners.	We will continue to encourage partner organisations to fulfil their statutory responsibilities for the health, safety and welfare of their personnel, both in planning and response activity. We will look to engage and signpost to wellbeing experts as appropriate, including voluntary agencies that can provide psychosocial support to individuals before, during and after an incident.	✓ Exercise Planning Guide and proforma to be updated with prompts for all organisation as well as the multi-agency exercise management team to consider appropriate action to ensure staff welfare and wellbeing during exercises. ✓ LRF debrief recommendations might highlight good practice / lessons identified in terms of staff welfare/wellbeing during exercises and incidents.

Objective	Theme	What we aim to do	How we are going to get there	How we will measure our progress
3. Strengthen our local resilience forum to enhance coordination and collaboration.	Investment and Innovation	Ensure funding is appropriate and managed.	We will continue to liaise with government and advocate for continued, longer-term funding agreements to enable the continuation of a resilient, centralised Secretariat team. This will allow us to maintain strategic and value for money investment of public funds and ensure we can deliver this strategy for Lancashire. We will consider alternative funding models by way of contingency.	✓ LRF Business Manager will provide funding updates to biannual Executive group meetings (minuted), including annual Delivery Plan and end-of-year report referencing key areas involving LRF Secretariat and benefits realisation. ✓ As required, contingency funding models proposed and agreed upon at LRF Executive Group meetings (minuted). ✓ LRF Business Manager, in conjunction with the S151 finance officer will continue to submit quarterly funding returns via the government's Delta system. (Report). ✓ Continued liaison between the LRF Government Funding Management, General Purposes and Executive groups with MHCLG regarding continued and future government funding. (Minuted meetings).
3. Strengthen our local resilience forum to enhance coordination and collaboration.	Investment and Innovation	Explore new funding opportunities.	We will look to increase our collective awareness of government and partner funding streams to deliver further efficiencies, new ways of working and resilience-focused projects. A key deliverable here would be to fund a Community Resilience Coordinator should this not be possible through the government's Capacity and Capability Funding.	✓ LRF Business Manager to incorporate into quarterly funding update to LRF General Purposes group meetings (minuted) for partnership discussion. As appropriate escalate up to LRF Executive group meetings (minuted). ✓ LRF Communications Coordinator to highlight potential funding streams to partners through quarterly LRF Newsletter - this could be from information shared during LRF Group meetings (minuted) or through wider research. ✓ LRF Community Resilience Group to share funding opportunities at biannual meetings (minuted) and 'as ready' via Teams - feed into LRF General Purposes and Executive groups as appropriate. ✓ Programme management of any additional projects by LRF Business Manager, reported on at quarterly General Purposes Group and biannual Executive group meetings (minuted). (Report).
3. Strengthen our local resilience forum to enhance coordination and collaboration.	Investment and Innovation	Continue to align Lancashire Resilience Forum to the developing UK Government direction.	We will strive to reflect national resilience aims and objectives in our local LRF activity. This includes continuing to look to meet National Resilience Standards. Where possible we will work alongside UK Government to ensure Lancashire Resilience Forum is best supported by any funding models for any future expanded responsibilities and expectations of LRFs in England.	✓ Keep abreast of MHCLG updates at quarterly General Purposes group and biannual Executive group meetings (minuted), as well as updates shared ad hoc. ✓ National Resilience Standards reports. ✓ Coordination of Local Innovation Fund process as appropriate in line with government funding guidance - decisions documented in Government Funding Management, General Purposes and Executive group meeting documentation and minutes/RAID Logs.

Objective	Theme	What we aim to do	How we are going to get there	How we will measure our progress
3. Strengthen our local resilience forum to enhance coordination and collaboration.	Investment and Innovation	Strengthen collaborative and joint working.	We will continue to promote JESIP as the underpinning approach for multi-agency working for Category 1, 2 and Supporting Responders, alongside the Civil Contingencies Act duty to co-operate. Similarly, we will endeavour to collectively share and apply lessons from the Joint Organisational Learning (JOL process). Enhancing our joint-working will be supported by appropriate LRF communications using our practitioner-facing channels, including MS Teams and LRF Newsletter. We will also continue to bolster our relationships with other LRFs, both across the North West and further afield, to identify opportunities for collaboration.	✓ LRF debrief recommendations might highlight good practice / lessons identified in terms of JESIP during exercises and incidents. ✓ JESIP training records will demonstrate wide multi-agency engagement. ✓ LRF Exercise reports/attendance records will demonstrate wide multi-agency engagement. ✓ JOL shared at LRF Group meetings (minuted) - to be suggested as a standing agenda item. ✓ Evidence of collaboration and joint working shared in quarterly LRF Newsletters. ✓ Quarterly LRF Business Manager Meetings (minuted). ✓ Bi-monthly LRF Secretariat network meetings (minuted).
3. Strengthen our local resilience forum to enhance coordination and collaboration.	Investment and Innovation	Strengthen LRF coordination.	We will build on improvements already made to LRF processes and information sharing, focusing on enhancements to our digital solutions and LRF data management. This will increase coordination through better alignment of LRF activity (risk assessment, plan reviews, training, exercising, debriefing), and contribute to improved reporting, supporting more informed decision making.	✓ LRF Secretariat annual Work Plan. ✓ Enhanced LRF Teams Planning area - to see greater engagement across partners by having the data/ information organised in a more user-friendly way. ✓ Quarterly LRF Data reports to General Purposes group meetings (minuted). ✓ Biannual LRF data reports to Executive group meetings (minuted). ✓ Quarterly LRF Training and Exercising Data reports to Training, Exercising and Development group meetings (minuted), annual including end-of year data.



**Lancashire
Resilience Forum**
Preparing for emergencies

