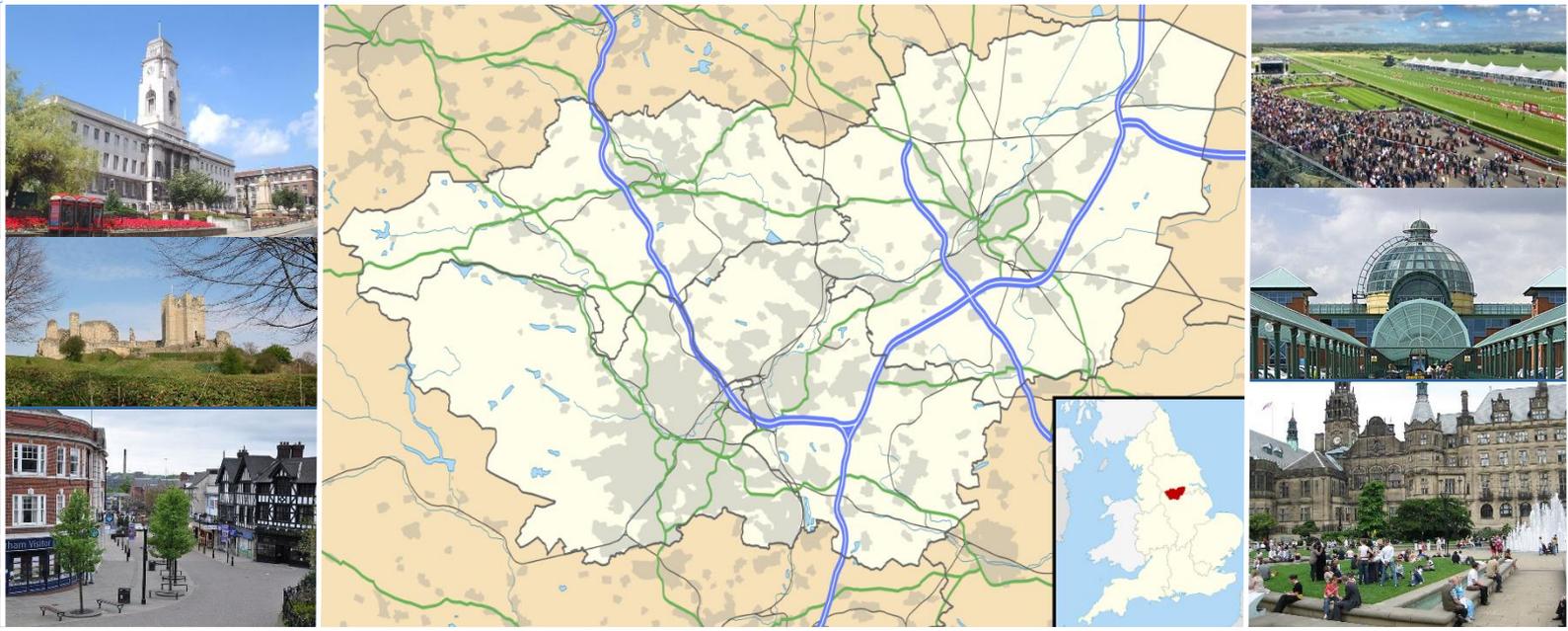


# South Yorkshire Local Resilience Forum Annual Report 2018/2019



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## Foreword by the Chair of South Yorkshire Local Resilience Forum

Welcome to the 2018/19 Annual Report of the South Yorkshire Local Resilience Forum (LRF).

Local Resilience Forums are multiagency partnerships, aligned to Policing areas, which bring together the local organisations needed to plan and prepare for major emergencies in the county.



The main agencies involved in the South Yorkshire Local Resilience Forum are those classified as Category 1 Responders: South Yorkshire Police, South Yorkshire Fire & Rescue, Yorkshire Ambulance Service, the four Local Authorities in South Yorkshire, the NHS, and the Environment Agency. The most senior leaders from each of these organisations attend regular South Yorkshire Local Resilience Forum meetings.

Other partners such as transport companies, utility companies and voluntary agencies are classified as Category 2 Responders. All of these organisations may also be involved in responding to and supporting recovery from local emergencies and so have a seat at the South Yorkshire LRF, as do local military representatives.

This report outlines the range of activities undertaken by Local Resilience Forum which ensure that South Yorkshire is better prepared to respond to and recover from emergencies.

In the last year, LRF partners have worked together to refresh our multiagency planning arrangements for responding to major incidents such as adverse weather, flooding, terrorism, and utility failure. We have also responded together as multiagency partners to the challenges which the weather this year brought – from the summer heatwave to winter snow/ice.

We have continued to jointly exercise our plans at both a Tactical and Strategic level to ensure that we are ready to respond together in an emergency – this year focussing on major fires in high rise buildings after the devastating fire in Grenfell Tower, and on countering terrorism.

Please visit our website at [www.southyorksprepared.org](http://www.southyorksprepared.org) to find out more about the South Yorkshire Local Resilience Forum, our work protecting the communities of South Yorkshire, and for advice on preparing your homes, businesses and communities for emergencies.

A handwritten signature in black ink, appearing to read 'James Courtney'.

**James Courtney**  
**Chief Fire Officer, South Yorkshire Fire & Rescue**  
**Chair of the South Yorkshire Local Resilience Forum**

## Our Membership

The following organisations are members of the South Yorkshire Local Resilience Forum:

### Category 1 responders

- South Yorkshire Police (SYP)
- South Yorkshire Fire & Rescue (SYFR)
- Yorkshire Ambulance Service (YAS)
- British Transport Police (BTP)
- Barnsley Metropolitan Borough Council (BMBC)
- Doncaster Metropolitan Borough Council (DMBC)
- Rotherham Metropolitan Borough Council (RMBC)
- Sheffield City Council (SCC)
- NHS England (NHSE) – also representing NHS Trusts and Clinical Commissioning Groups in South Yorkshire
- Public Health England (PHE)
- Environment Agency (EA)

### Category 2 responders

- Northern Powergrid
- Yorkshire Water
- Severn Trent Water
- Cadent Gas
- BT
- Highways England
- Network Rail
- Doncaster Sheffield Airport
- South Yorkshire Passenger Transport Executive (SYPTE)

### Other responders

- Military
- Met Office
- Voluntary Sector – represented on the Local Resilience Forum Strategic Meeting by the British Red Cross
- Ministry for Housing, Communities & Local Government (MHCLG)

Additional partners attend a range of South Yorkshire LRF Sub Group meetings including:

- NHS Trusts and Clinical Commissioning Groups
- Universities – University of Sheffield and Sheffield Hallam University
- Voluntary organisations such as Victim Support and Street Pastors
- North East Counter Terrorism Unit

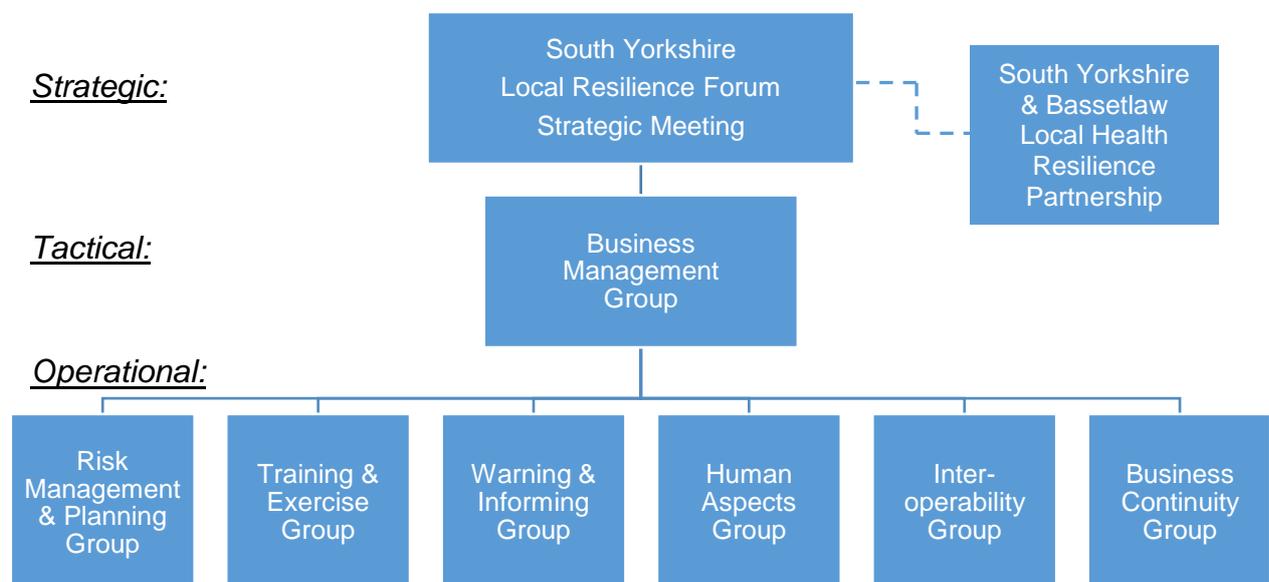
## Our Objectives

The objectives of the South Yorkshire Local Resilience Forum are:

1. To identify and understand the risks faced by South Yorkshire.
2. To further improve capabilities to be able to respond to the risks faced by South Yorkshire.
3. To further develop the governance process to enable the South Yorkshire LRF to fulfil its responsibilities under the Civil Contingencies Act 2004.
4. To develop an effective Communication Strategy with all stakeholders.
5. To engage in an ongoing programme of multi-agency training and exercising to ensure that plans and capabilities are fit for purpose and meet the expectations of government.
6. To develop the resilience of communities, enabling their preparedness for foreseeable emergencies.
7. To develop the integration of the voluntary sector into all the work of the South Yorkshire Local Resilience Forum.

## Our Structure

Overseen by the South Yorkshire Local Resilience Forum (LRF) strategic meeting, we have developed an underpinning Sub Group meeting structure which supports the LRF in delivering these objectives. Sub Groups regularly reviewed and refresh their terms of reference, and they review progress against the objectives for which they are responsible at every meeting.



## Local Resilience Forum Strategic Meeting Chaired by James Courtney, South Yorkshire Fire & Rescue

The Local Resilience Forum Strategic Meeting sits at the apex of South Yorkshire's civil protection arrangements and represents the strategic level of LRF cooperation and decision making, with responsibility for directing and overseeing multiagency emergency planning policies.

The Strategic Meeting is attended by Chief Executives and Strategic Leaders from each of the partner organisations within the South Yorkshire LRF.

The meeting's role is to ensure effective multiagency working in order to deliver the objectives of the Local Resilience Forum.

Meeting quarterly, LRF Strategic Meeting topics this year have included:

- A review of our Strategic Objectives as an LRF, which has fed through into a full refresh of our Strategic Assurance Framework.
- Development of our Constitution which lays out our establishment as an LRF.
- Responding to the Kerslake recommendations from the Manchester Arena attack.
- Considering our Winter Preparedness during September 2018 in readiness for potential winter pressures across partners.
- Preparing for the impact of the UK's exit from the EU.
- Feedback from the national LRF Chairs' Conference, at which South Yorkshire LRF presented this year on preparedness for Utility Failure.
- Approval of refreshed multiagency emergency plans.
- Oversight of our Community Risk Register.
- Outcomes and learning from local exercises.
- Assessments against new LRF Resilience Standards.
- A joint learning session on Military Aid to Civilian Authorities.
- A Memorandum of Understanding for Joint Organisational Learning.

Strategic and tactical level leaders from across South Yorkshire have had opportunities to come together to exercise our multiagency response to and recovery from local emergencies – including exercises focussing on terrorism, and on large-scale fires in residential buildings. In 2019, Strategic Leaders are looking forward to a local Gold Symposium, an exercise on widespread utility infrastructure failure, and a Multiagency Gold Incident Command course.

Over the past year, the LRF has coordinated the response to a number of incidents. These incidents have seen effective response and recovery arrangements implemented where the emergency services and partners have worked collaboratively, adopting the Joint Emergency Services Interoperability Principles (JESIP) to ensure a coordinated incident management process. We have also taken the opportunity to learn from incidents last year such as "Beast from the East".

## **Business Management Group**

**Co-Chaired by: Simon Wanless, South Yorkshire Police  
Simon Dobby, Barnsley Council**

The Business Management Group is a quarterly tactical level meeting, the membership of which comprises partners from the resilience community across South Yorkshire.

The Business Management Group is responsible for the delivery of various workstreams in support of the Local Resilience Forum's strategic objectives and, in turn, is supported by six Sub Groups, each having specific aims and objectives. The Chairs of the Sub Groups have each prepared their individual reports, which follow.

- Risk Management & Planning Group
- Training & Exercise Group
- Warning & Informing Group
- Human Aspects Group
- Interoperability Group
- Business Continuity Group

The Business Management Group has led a self-assessment against the newly-published national LRF Resilience Standards and confirmed that, as a partnership, the LRF is meeting all mandatory standards. Our assessment showed we have made good progress against the "good practice" standards, and any areas where we feel we can enhance our approach will be built into our LRF Business Plan for 2019/20.

We have a number of exciting events coming to South Yorkshire in 2019 including the Tour de Yorkshire in May 2019 and the UCI World Road Cycling Championships in September 2019, so we have been busy planning for these.

Other key pieces of work initiated by the Business Management Group include:

- Reviewing our Strategic Leaders Guide for responding to multiagency incidents.
- Developing plans for how we can respond together to any local failure of our utility infrastructure.
- Working with our partner Local Resilience Forum in the Humber area to jointly plan our response to impacts from any East Coast tidal flooding.
- Participation in a Tidal Trent Flooding Exercise across 9 local LRFs.
- Further developing our joined-up approach to responding to adverse weather events.

The Business Management Group has responsibility for embedding learning, both from South Yorkshire emergency planning exercises, and learning from incidents and exercises elsewhere in the country, into the LRF. At one of our meetings in the past year the national coordinator from the Joint Organisational Learning (JOL) team attended our Business Management Group to share their expertise with local partners.

## **Risk Management & Planning Group** **Chaired by Simon Dobby, Barnsley Council**

The role of the Risk Management and Planning Group is to produce a Community Risk Register on behalf of the South Yorkshire Local Resilience Forum in order to inform contingency planning arrangements.

The Community Risk Register is based on national guidance and local knowledge. It identifies potential hazards – the circumstances, situations or events with the potential to lead to civil emergencies in South Yorkshire.

Individual risk assessments are produced by nominated 'Risk Leads' and are based on the nature of the hazard, and the identification of existing and additionally required preventative and mitigation measures / controls / capabilities and contingency plans. The risk rating (the impact of the hazard combined with the likelihood of it happening) is plotted on a profile of severity.

The highest risks in South Yorkshire are currently assessed as:

- Pandemic Influenza.
- National electricity failure.
- Flooding – coastal flooding (from East Coast tidal inundation), fluvial flooding (river flooding), and pluvial flooding (surface water flooding from rainfall).

We have committed multiagency time to planning and exercising around these areas.

The Group also has a role in “horizon scanning” for new and emerging risks, and have done this at each meeting throughout the year. Specific reports have been commissioned on the emerging national risk around cyber security, on shore shale gas exploration, and on the potential impacts of the UK's exit from the EU.

We continue to focus on the “common consequences” which are common to all local risks – such as the need for warning & informing, supporting casualties, arranging evacuation and shelter, and providing humanitarian assistance. We regularly review our plans to ensure that we are planning effectively for these common consequences, and in the past year our Human Aspects Group has developed additional plans for humanitarian assistance during emergencies and exercised the role of the voluntary sector within emergencies.

The Community Risk Register is used as the basis for all our work within the Local Resilience Forum, making risk the foundation of resilience efforts in the county.

## **Training & Exercise Group** **Chaired by Andy Hayter, South Yorkshire Fire & Rescue**

The Training & Exercising Group meets quarterly. Its role is to plan, organise and coordinate training and exercising needs, aligned to the Local Resilience Forum strategic priorities, our Community Risk Register, our current plans, and any new and emerging risks.

The Joint Emergency Services Interoperability Principles (JESIP) have been incorporated into all exercises to build on joint and collaborative working between all partners. JESIP refresher training takes place regularly within the region and all LRF members are invited to send delegates. The Chair also attends Regional JESIP Leads meeting which allow collaboration and ensures we are informed of good practice.

Reflecting on the tragic fire at Grenfell Tower, in October 2018 we held a tactical exercise in the last year focussing on the common consequences of a major fire in a high rise and also focused on the humanitarian assistance element in the recovery phase.

We held a Strategic Exercise delivered by our local Counter Terrorism Security Advisors included an update to the national/regional/local threat picture and included a Communication Cell which worked to produce a joint statement for each inject.

We also worked across the Yorkshire & Humber region to exercise multiagency preparedness for the UK's exit from the EU; the exercise was held in January 2019.

The Training & Exercising Group developed our annual Gold Symposium – a whole day dedicated to fostering professional development and strategic leadership growth within the South Yorkshire Local Resilience Forum. Held in May 2018, the day considered, through learning and discussion, South Yorkshire LRF's current strategic position in relation to recent national events. We focused on learning from recent national Terrorist, Cyber Crime and other high profile events. Running through the day was the overall theme of preparedness, including Risk, Resilience, Protective Security, Impacts, Consequences and Business Continuity.

We have developed a draft LRF Training & Exercise Plan for 2019/20, and we have started work on planning for scheduled exercises and training. We hope to include an exercise on widespread utility infrastructure failure, a workshop on resilient telecommunications, our annual Gold Symposium (focussing this year on our Multiagency Emergency Response Framework), and a Multiagency Gold Incident Command course.

We clarified the scope and eligibility of submissions to Joint Organisational Learning (JOL) Online and produced a flow chart which was ratified by Business Management Group.

## **Warning & Informing Group** **Chaired by Carrie Goodwin, South Yorkshire Police**

Meeting quarterly, the role of the Warning & Informing Group is to plan how to warn, inform and advise the public before, during and after a local emergency.

We have refreshed our plans for this in the last year and we have supported, together as a multiagency team, a number of single-agency awareness campaigns.

You might have seen partners across the LRF promoting the following campaigns:

- South Yorkshire Fire & Rescue's drowning / cold water shock and [wildfire prevention](#) to save lives and reduce harm during last Summer's heatwave.
- The Environment Agency's [#JustOneThing](#) campaign for flood awareness and preparedness.
- British Transport Police's "[You Vs Train](#)" campaign to reduce deaths/harm on the country's railway lines.
- The Met Office's Winter [weather preparedness messages](#) for Winter 2018/19.

Communication principles have been embedded into our local Exercises in 2018/19, and we have also run a specific standalone Communications Exercise. Any learning feeds directly into refreshing our local plans.

Our [South Yorkshire Prepared](#) website has been reviewed and updated with our refreshed Community Risk Register, and with information on how members of the public can prepare their homes, their businesses, and their communities for emergencies.

## **Human Aspects Group** **Chaired by Rosalind McDonagh, Doncaster Council**

The Human Aspects Group meets every 6 months and its role is to ensure that appropriate humanitarian assistance arrangements are in place in South Yorkshire to meet the immediate, medium and long term needs of those affected by a wide range of emergency events.

The Group has been growing year-on-year, and we are fortunate that the Group is attended by a wide range of voluntary sector organisations including the British Red Cross, Street Pastors, the Salvation Army, Islamic Relief, South Yorkshire Community Foundation and Victim Support.

In the past year the Group has reflected on the role of the voluntary sector in local and national events, developed a new Humanitarian Assistance Protocol to bring together advice and guidance across the spectrum of humanitarian needs, and regularly considered new national humanitarian guidance and evidence issued such as the British Red Cross's [Power of Kindness](#).

In November 2018 the Group undertook a table-top exercise involving a major fire and a tower block evacuation scenario. The exercise considered the voluntary and religious sector response to large scale impactful incidents involving long term displacement of people. The exercise provided an opportunity for partners to consider their response capabilities and increased our shared understanding of the range of support and assistance that the voluntary and faith sector can provide to the Local Resilience Forum response and recovery arrangements.

## **Interoperability Sub Group**

**Co-Chaired by: Sinead Howell, Yorkshire Ambulance Service  
Andy Hayter, South Yorkshire Fire & Rescue**

Meeting at least 3 times a year, the Interoperability Group is a brand new Group for the LRF. Its role is to ensure we are able to respond effectively as multiagency partners to a major incident at a tactical level of command, and facilitate a return to normality with a minimal disruption to services and community activity as is possible.

In its first year, the Interoperability Group has:

- Undertaken some incident debriefs,
- Discussed incidents where a formal debrief may not have occurred, but aspects of learning or clarification were worthy of a wider discussion. It is the intention that, where we find learning from these incident reviews, we will pass this to Business Management Group to agree their submission onto Joint Organisational Learning (JOL) Online.
- Reflected on the Salisbury incident and developed tactical level multiagency guidance on chemical, biological, radioactive and nuclear incidents
- Refreshed our Smart motorways guidance, as these roll out across the County.
- Refreshed the Tri-Service Agreement for effective interoperability between local Blue Light responders.

The Group continues to remain fully updated on the new national 'Emergency Services Mobile Communication Programme', which will roll out in subsequent years.

The Group also continues to support interoperable communications, utilising the current Airwave network. Following the Joint Emergency Services Interoperability Principles (JESIP) doctrine, regular communications testing between responding organisations and commanders continues on a regular basis.

## Business Continuity Group Chaired by Russ Parramore, South Yorkshire Fire & Rescue

The Business Continuity Group meets quarterly and its role is to enhance organisational resilience of Local Resilience Forum partners through the dissemination of good practice and the sharing of experience between partners in relation to Business Continuity. The Group is attended by Business Continuity Management practitioners from each of the blue light services, Health, Local Authorities, Major Utilities and other invited agencies. Meeting on a regular basis, information is shared about Business Continuity practice, events and exercising, thus ensuring effective partnership working to provide resilience within the South Yorkshire area.

The Civil Contingencies Act 2004 requires that each of the organisations represented must have a Business Continuity Management (BCM) system in place, so that during any period of disruption their Critical Functions can be prioritised and maintained until agreed service levels are achieved. Cyber resilience and the loss of information technology continue to feature highly on the agenda of our meetings. The agencies represented align themselves to recognised Business Continuity standards, usually either sector-specific standards or the international ISO22301.

During the past year the Group has particularly focussed on our local response to the national Fuel Plan, and embedding Business Continuity principles within our annual Gold Symposium training/development day for strategic leaders.

For the first time, LRF partners designed an event to promote business continuity planning to small and medium businesses in South Yorkshire. In partnership with the [Lifewise Centre](#) in Rotherham, an engaging and free to attend event took place on Tuesday 16 October 2018. Delegates moved round three business continuity scenarios and considered how these scenarios could potentially affect them and what steps they could take to prepare for and respond to them. We are currently evaluating the event and making a decision on whether to repeat it annually.

- *Sapphire* have been leaders in cyber defence since 1996, and their Business Cyber Attack scenario took place in the Lifewise Cyber Café.
- *Northern Powergrid* manage the electricity distribution network serving 8 million people across the North East and Yorkshire, and their Widespread Power Failure scenario took place in the Lifewise shops.
- *Counter Terrorism Security Advisors* work with businesses and communities to identify and assess sites that may be vulnerable to terrorist attack. Their Terrorism scenario took place in the Lifewise street scene licenced premises.

During 2018 a new set of resilience standards for LRFs was released and the Business Continuity standard was considered at our January 2019 meeting. The group are happy that our practices and procedures relating to Business Continuity are generally good, with some minor developments required to ensure we achieve 'better practice'. We are also considering the standard for delivering Business Continuity to businesses within our South Yorkshire communities.

The group continually horizon scan to identify and raise awareness of business continuity issues that may affect the various organisations within the South Yorkshire through a standard update template for information sharing.

## Conclusion

The South Yorkshire Local Resilience Forum is a strong multiagency partnership with representatives from across the public sector, infrastructure organisations, and supporting organisations, working together to ensure that South Yorkshire is better prepared to respond to and recover from emergencies.

We will continue to work together over the next year, building on the solid foundations which we have already created, learning from experience within South Yorkshire and across the country, and regularly refreshing our plans to ensure that they keep pace with the changing environment in which we are all operating.

If you would like to know more, our website <http://www.southyorksprepared.org.uk/> gives additional advice on preparing your homes, businesses and communities for emergencies.



South Yorkshire  
Local Resilience Forum