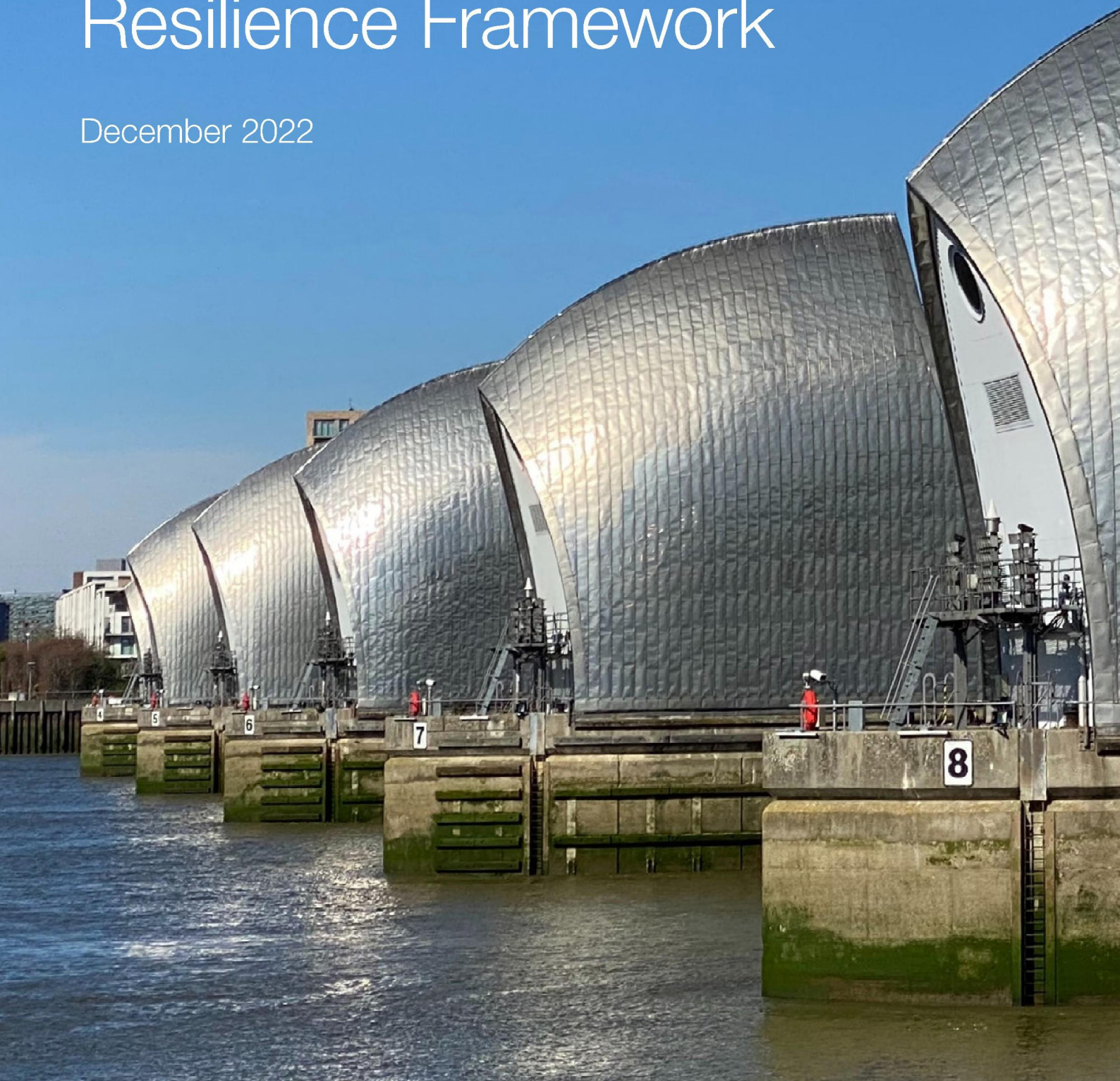




HM Government

# The UK Government Resilience Framework

December 2022





PLAN AHEAD  
STAY SAFE  
SAVE LIVES



47. The approach to resilience within the UK public sector is driven by the efforts of UK Government departments, arm's length bodies and agencies, devolved administrations, local authorities, LRFs and a wide range of responders. The extensive efforts of the private and voluntary and community sectors are covered in the *Partnerships* chapter. In planning, preparing, responding and recovering from emergencies it is essential for each part of the system to understand their role and specific responsibilities.
48. Our strategic approach will continue on the basis of where responsibility and accountability lies in the system, but this framework will further clarify and develop the roles and responsibilities of the UK Government, LRFs and the wider Local Tier, all Category 1 and 2 responders and the Military. In some cases this framework outlines new or strengthened roles and responsibilities and makes those accountable for resilience more visible to local communities. The responsibilities of the devolved administrations in resilience will remain unaltered, but the UK Government will continue to support a strong and clear understanding throughout the resilience system of the vital role that the devolved administrations play in the UK's resilience. The framework underpinning UK resilience is the Civil Contingencies Act (CCA) 2004 and this together with clearer expectations will enable all parts of the system, across the whole resilience cycle, to work together with renewed clarity and confidence.

## UK Government

49. The UK Government will continue to provide leadership across the resilience cycle, but its responsibilities will be clarified and, in some cases formalised, to provide clarity to other partners. The Lead Government Department (LGD) model will continue to guide responsibilities on resilience, as covered in the *Risk* chapter. The devolved administrations will continue to lead on devolved areas of resilience policy and practice.

### Crisis Management in the UK Government

50. We will significantly overhaul UK Government resilience structures to ensure that we can draw on world class capabilities and resources during an emergency, whilst in parallel delivering longer term capability building and risk mitigation. This will ensure that we have dedicated resource across the risk cycle from assessment, prevention and preparation to response, recovery and lessons capture.
51. Throughout numerous domestic and international crises – the Salisbury attack, the Russian invasion of Ukraine, terrorist attacks, and floods – the UK Government has proven its ability to quickly stand up a world class response. However, this range of recent emergencies has naturally tested our existing arrangements. While we have been able to successfully provide an effective response, there is no room for complacency. We need to continue to build our collective resilience, bolstering our existing strengths and preparedness and continue to strengthen our ability to anticipate, prevent, prepare, respond and recover from emergencies.
52. To do this, we have refocused our work on prevention and preparation by creating a dedicated function for resilience, the Resilience Directorate, to focus on the prevention and mitigation of both acute and chronic risks rather than only dealing with the consequences of crises.

# Annex B: Summary of Framework actions

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The UK Government is already taking action by:

Theme	Actions
Risk	<ul style="list-style-type: none"><li>• Refreshing the NSRA process, so it will look over a longer timescale, include multiple scenarios, look at chronic risks and interdependencies and use the widest possible range of relevant data and insight alongside external challenge. The NSRA was updated in 2022 based on the new methodology.</li><li>• Creating a new Head of Resilience, to guide best practice, encourage adherence to standards, and set guidance.</li></ul>
Responsibilities and Accountability	<ul style="list-style-type: none"><li>• Strengthening UK Government resilience structures by creating a new resilience function to deliver longer term capability building and risk mitigation to work alongside the UK Government’s crisis management infrastructure.</li></ul>
Partnerships	<ul style="list-style-type: none"><li>• Continuing to take international, bilateral and multilateral action and cooperation on risk and resilience. Continue to use the UK Government’s international action to identify and tackle risks before they manifest.</li></ul>
Communities	<ul style="list-style-type: none"><li>• Continuing to deepen and strengthen its relationships with the Voluntary and Community Sector in England</li></ul>

By 2025, the UK Government is committing to take the following actions:

Theme	Actions
Risk	<ul style="list-style-type: none"> <li>• Clarify roles and responsibilities in the UK Government for each NSRA risk, to drive activity across the risk lifecycle.</li> <li>• Conduct an annual survey of public perceptions of risk, resilience and preparedness.</li> <li>• Introduce an Annual Statement to Parliament on civil contingencies risk and the UK Government's performance on resilience.</li> <li>• Develop a measurement of socio-economic resilience, including how risks impact across communities and vulnerable groups – to guide and inform decision making on risk and resilience.</li> </ul>
Responsibilities and Accountability	<ul style="list-style-type: none"> <li>• Expand the scope and use of standards and assurance in the public sector to support better contingency planning and risk management.</li> <li>• Run a pilot across three key pillars of reform to significantly strengthen LRFs in England: Leadership, Accountability, and Integration of resilience into the UK's levelling up mission.</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>• Grow the UK Government's advisory groups made up of experts, academics and industry experts in order to inform the NSRA. This may include establishing a risk-focused sub-group of the UK Resilience Forum.</li> </ul>
Skills	<ul style="list-style-type: none"> <li>• Deliver a new UK Resilience Academy, built out from the Emergency Planning College, making world class professional training available to all that need it.</li> <li>• Deliver a new training and skills pathway to drive professionalism and support all those pursuing a career in resilience.</li> <li>• Reinvigorate the National Exercising Programme to test plans, structures and skills.</li> </ul>
Communities	<ul style="list-style-type: none"> <li>• Offer further guidance from the UK Government to LRFs and local partners in England, created with local responders, the VCS and communities to support them working with vulnerable groups.</li> </ul>



By 2030, the UK Government will:

Theme	Strategic deliverable
Risk	<ul style="list-style-type: none"> <li>• Develop proposals to make the UK Government's communications on risk more relevant and easily accessible.</li> </ul>
Responsibilities and Accountability	<ul style="list-style-type: none"> <li>• Work across three key pillars of reform to significantly strengthen LRFs in England: Leadership, Accountability, and Integration of resilience into the UK's levelling up mission.</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>• Introduce standards on resilience across the private sector, where these do not already exist, adjusted to take into account the current landscape, priorities and needs across and between sectors.</li> <li>• Provide the wider private sector with better guidance on resilience to support contingency planning and risk management.</li> <li>• Build upon existing resilience standards for CNI to create common but flexible resilience standards across CNI, and do more on the assurance of CNI preparedness.</li> <li>• Review existing regulatory regimes on resilience to ensure they are fit for purpose. In the highest priority sectors that are not already regulated, and for the highest priority risks, consider enforcing standards through regulation.</li> </ul>
Investment	<ul style="list-style-type: none"> <li>• Have a coordinated and prioritised approach to investment in resilience within the UK Government, informed by a shared understanding of risk.</li> <li>• Consider options for funding models for any future expanded responsibilities and expectations of LRFs in England.</li> <li>• Offer new guidance to community organisations and individual householders, to help those people to make more informed decisions about investing in their own resilience and preparedness.</li> </ul>

### Equalities Considerations of the Deliverables

The Resilience Framework is an outline of, and commitment to, a range of measures and policies that will go through further development and implementation. The equality implications of those will continue to be assessed and monitored accordingly by those leading on development and implementation.