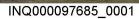


The UK Government Resilience Framework

December 2022



8

Contents

Foreword from the Chancellor of the Duchy of Lancaster	1
UK Government's Approach to Resilience	2
Executive Summary	5
Our action plan: Risk	9
Our action plan: Responsibilities and Accountability	20
Our action plan: Partnerships	34
Our action plan: Communities	45
Our action plan: Investment	50
Our action plan: Skills	59
Annex A: The Devolved Administrations and Resilience	65
Annex B: Summary of Framework actions	66
Annex C: Evidence and Engagement	69
Annex D: Acronyms and definitions	73
Annex E: A (brief) history of Resilience	79

57. The UK Government will shortly introduce a new system of Emergency Alerts. This system is already used internationally, and is expected to launch in early 2023. It will allow government organisations and emergency responders to send alerts, with a distinctive message appearance and tone, to every compatible mobile device (over 85% of 4G/5G smartphones released since 2015) within a chosen geographical area at very short notice (typically seconds), providing a highly flexible capability for informing and where appropriate prompting rapid action from the public in the vicinity of a life-threatening incident. Their key attributes are speed of delivery and versatility – they can be used in any life-threatening situation where the public need to be given life-saving information.

Formalising UK Government Departments' Responsibilities

- 58. There are excellent examples of partners throughout the system working together openly and seamlessly during an emergency, but too often we have found that this is dependent on individuals or informally agreed ways of working. While this can be effective, we need greater assurance that we can depend on vital links between local and national partners working effectively. For most parts of the resilience system there are duties to set expectations about how essential parts of the system carry out their roles to the necessary standard, which in turn ensures that the system as a whole can function.
- 59. The UK Government should not be an exception to this. One of the functions that UK Government departments must carry out is to effectively share appropriate information with the local tier. While some information is sensitive and this should continue to be protected, there is more we will do to share information about risk with all our partners. But supporting and guiding contingency planning in local areas goes beyond just sharing aspects of the NSRA. At any point in an emergency whether it is as a risk is starting to materialise, or when recovery efforts begin it is essential that the local tier is able to access the information it needs in order to make informed local decisions. Too often, we have heard that the UK Government is slow to keep local responders informed in an emergency, which hinders efforts on the ground.
- 60. The UK Government will consider a range of options for improving this and develop an action plan to deliver these, including by developing proposals for formalising duties on UK Government departments, particularly in respect of working with Local Resilience Forums and wider local responders in England on resilience across the whole resilience cycle. Any new duty would be subject to an impact assessment, to ensure that it did not place a counterproductive burden on the UK Government department and would not alter the fundamental roles of either the UK Government or the devolved administrations on resilience.
- 61. In addition, as part of a renewed effort to improve working between the UK Government and local partners, all UK Government departments must make sure that they have appropriate fora and mechanisms for working with local responders, and that all guidance is up to date and effective.

Annex B: Summary of Framework actions

The UK Government is already taking action by:

Theme	Actions
Risk	 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.
	 Creating a new Head of Resilience, to guide best practice, encourage adherence to standards, and set guidance.
Responsibilities and Accountability	• 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.
Partnerships	• 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.
Communities	 Continuing to deepen and strengthen its relationships with the Voluntary and Community Sector in England

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

Theme	Actions
Risk	 Clarify roles and responsibilities in the UK Government for each NSRA risk, to drive activity across the risk lifecycle.
	 Conduct an annual survey of public perceptions of risk, resilience and preparedness.
	 Introduce an Annual Statement to Parliament on civil contingencies risk and the UK Government's performance on resilience.
	 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.
Responsibilities and Accountability	 Expand the scope and use of standards and assurance in the public sector to support better contingency planning and risk management.
	 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.
Partnerships	• 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.
Skills	 Deliver a new UK Resilience Academy, built out from the Emergency Planning College, making world class professional training available to all that need it.
	 Deliver a new training and skills pathway to drive professionalism and support all those pursuing a career in resilience.
	 Reinvigorate the National Exercising Programme to test plans, structures and skills.
Communities	 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.

By 2030, the UK Government will:

Theme	Strategic deliverable
Risk	 Develop proposals to make the UK Government's communications on risk more relevant and easily accessible.
Responsibilities and Accountability	 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.
Partnerships	 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.
	 Provide the wider private sector with better guidance on resilience to support contingency planning and risk management.
	 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.
	 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.
Investment	 Have a coordinated and prioritised approach to investment in resilience within the UK Government, informed by a shared understanding of risk.
	 Consider options for funding models for any future expanded responsibilities and expectations of LRFs in England.
	 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.

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.