



**BUSINESS PLAN 2021/22
(Includes Governance Statement)**

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SUFFOLK RESILIENCE FORUM INTRODUCTION

The Suffolk Resilience Forum (SRF) is a statutory partnership through which agencies involved in civil contingencies routinely work together to prepare Suffolk for emergencies. The SRF is not a formal organisation nor does it have powers to direct its members. At the highest level, the SRF provides a mechanism for Chief Officers of responder agencies to agree on the co-ordination, information sharing and co-operation of individual areas such that subsequent multi-agency response and recovery is:

- a. Risk based.
- b. Pre-planned.
- c. Embedded within individual area Business/Service Plans.
- d. Allocated appropriate and trained resources.
- e. Exercised at appropriate levels and frequency.
- f. Validated from an internal and external perspective.
- g. Flexible to respond to changing environments or emergency situations.
- h. Cost effective and community focused.

To achieve this integrated effect, the SRF agrees annually a Community Risk Register that allows a structure of standing contingency plans/protocols to be developed by a lead responding agency. Detailed partnership work is undertaken through the regular fortnightly working days, 'Working on Wednesdays' (WOW) by all local responders and through a limited number of Working Groups. In any year changes to priorities for work are consensually agreed by the SRF.

This Suffolk Resilience Forum Business Plan provides:

- a. Framework for the co-ordination and co-operation between Suffolk Category 1 and 2 Responders plus military and voluntary organisations.
- b. Strategic objectives that can be linked to individual agency Business/Service Plans to promote coherent civil emergency activities.
- c. Guidance on the lead agency for contingency planning.
- d. A performance management mechanism for the monitoring of collective SRF performance.

The Business Plan is a living document that will be reviewed annually by the SRF and amended where required. Whilst providing guidance on short term SRF objectives and priorities, the plan will also look forward to providing longer term strategic direction.

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DISTRIBUTION

Category 1 Responders

Chief Executive East Suffolk Council
(Representing Suffolk District & Borough Councils)
Chief Fire Officer
(Representing Suffolk County Council)
Locality Director, NHS England and NHS Improvement – East of England
(Representing NHS England)
Assistant Chief Constable, Joint Protective Services Norfolk/Suffolk Constabulary
(Representing Suffolk Constabulary)
Deputy Chief Fire Officer, Suffolk Fire & Rescue Service
Locality Director, Norfolk, Suffolk and Cambridge, East of England Ambulance
Service NHS Trust
Head PHE East of England Centre
(Representing Public Health England)
Director of Public Health
(Representing Suffolk Public Health)
Coastal Operations Area Commander, Norfolk, Suffolk and Essex, Maritime &
Coastguard Agency
Area Manager, Essex, Norfolk and Suffolk, Environment Agency
CEO, East Suffolk and North Essex Foundation Trust
CEO, West Suffolk Hospital Foundation Trust
British Transport Police

Category 2 Responders

NHS West Suffolk Clinical Commissioning Group
NHS Ipswich and East Suffolk Clinical Commissioning Group
NHS Great Yarmouth & Waveney Clinical Commissioning Group
Highways England - East
UK Power Networks - Emergency Planning & Business Continuity
National Grid
Network Rail
Greater Anglia
British Telecom - BT Central Civil Resilience Region
Anglian Water
Essex & Suffolk Water
Health & Safety Executive - HSE Norwich
Office for Nuclear Regulation
Lowestoft Port Authority (ABP)
Felixstowe Dock & Railway Company (Port of Felixstowe)
Ipswich Port Authority (ABP)

Other Response Stakeholder

Central Resilience Team, Resilience Emergency Division, Ministry of Housing,
Communities and Local Government (MHCLG RED)

1 CONTEXT AND DIRECTION

1.1 Strategic Vision.

The long term vision of the Suffolk Resilience Forum (SRF) is to make sure Suffolk is prepared for civil emergencies by providing a routine partnership of responder agencies to maximise the positive effects of risk assessment, contingency planning, co-operation through training and exercise, and regular working together to share information.

1.2 Intent.

The statutory requirement for a Suffolk Resilience Forum partnership is derived from the Civil Contingencies Act (CCA) 2004. In order to allow each individual responder agency to discharge the requirements of the CCA 2004, the SRF has the following strategic objectives:

- Provide a forum for the consideration of emergency response issues where there are implications for more than one organisation.
- Promote agreed courses of action where mutual benefit has been identified.
- Provide an opportunity for the exchange of information.
- Produce an agreed countywide risk profile in the form of a Community Risk Register (CRR).
- Promote a systematic, planned and co-ordinated approach in responder bodies to address policy issues in the following areas:
 - Risk.
 - Planning for emergencies.
 - Planning for Business Continuity Management.
 - Publishing information about risk assessments and plans.
 - Arrangements to warn and inform the public.
 - Promotion of business continuity management by local authorities.
- Support the preparation by all or some SRF members of multi-agency plans and documents, including protocols and agreements.
- Promote joint training and exercising and integrate this as part of the preparations of the individual organisations.
- Provide a governance framework for multi-agency resources and use of pooled funding through the SRF budget.

The SRF also provides a framework for the collective delivery of emergency arrangements required under Radiation (Emergency Preparedness and Public Information) Regulations 2019 (REPPPIR), Control of Major Accident Hazard Regulations 2015 (COMAH) and Pipeline Safety Regulations 1996 (PSR).

1.3 Suffolk Resilience Forum Mission Statement

‘Facilitate the co-ordination and co-operation of Suffolk responders to develop integrated multi-agency response and recovery arrangements to manage the implications of natural and man-made risks in Suffolk.’

1.4 SRF Priorities

Core SRF priorities for FY 2021/22 are informed by a number of factors:

At a National Level:

Integrated Review of Security, Defence, Development and Foreign Policy. The Integrated review¹ broadly outlines how the National Security Strategy is to be implemented across Government Departments. The **National Risk Register**² outlines national risks, these are assessed at a local level forming the Community Risk Register. The headline national risks and summary relevant to Suffolk are:

Level E Risks:

Larger Scale CBRN Attacks. *Drives need to maintain multiagency arrangements to support counter terrorism response led by Suffolk Constabulary - PREPARE.*

Pandemics. *Drives need to maintain SRF pandemic flu and infectious disease contingency arrangements led by Public Health England and assured by Suffolk Director of Public Health.*

Level D Risks:

Coastal Flooding, River Flooding – *Drives need to maintain SRF Flood Plans led by Suffolk Local Authorities and supported by Environment Agency and SRF Severe Weather plans led by LA*

Widespread Electricity Failure – *Considered within the SRF Generic Response Plan, SRF Telecommunications Plan, SRF evacuation planning and business continuity planning by all partners.*

Industrial Accidents – Nuclear – *Underpins need to maintain SRF Radiation Emergency Plan, led by Suffolk Local Authorities*

¹ [Integrated Review of Security Defence Development and Foreign Policy](#)

² The [National Risk Register](#)

Level C Risks

Droughts – *Covered within the SRF Severe Weather plan led by Suffolk Local Authorities*

Major Fires – *Drives the need for continued multiagency working and covered within Suffolk Fire and Rescue Service planning and the SRF Generic Response Plan.*

Animal Disease. *Drives need to support SRF Animal Disease planning work led by Suffolk Trading Standards.*

At a Local Level:

Sizewell

Nuclear emergency planning legislation changed in 2019 to implement a revised European Basic Safety Standards Directive. Revised Sizewell B radiation emergency arrangements were issued in 2020 but completion of testing of new arrangements continue. EDF Energy has submitted a Development Consent Order application for Sizewell C.

The implications for the SRF are:

- *Complete implementation of REPPIR 19 by completing modular tests in 2021 leading a full test in 2022.*
- *Understand implications for existing SRF emergency arrangements as part of the DCO process and be prepared to adjust these if DCO approved and development work begins.*

The SRF priorities for 2021/22 are as follows:

- a) Sizewell – complete implementation of revised radiation emergency planning arrangements via modular testing in 2021 and at Ex EAGLE 22 in July 22.

Lead: LA (JEPU)

- b) Plan for a multiagency response to a cyber attack on Suffolk agencies.

Lead: Suffolk Constabulary

- c) Continue implementation of the Resilience Standards.

Lead: SRF Partnership Manager

- d) Develop arrangements for managing the implications of a R76 – Widespread Electricity Failure

Lead: LA (JEPU)

- e) Support the multi-agency debrief of Covid-19

Lead: SRF Partnership Manager

- f) Continue with supporting Covid-19 response and recovery in Suffolk.

Lead: RCG (SCC)

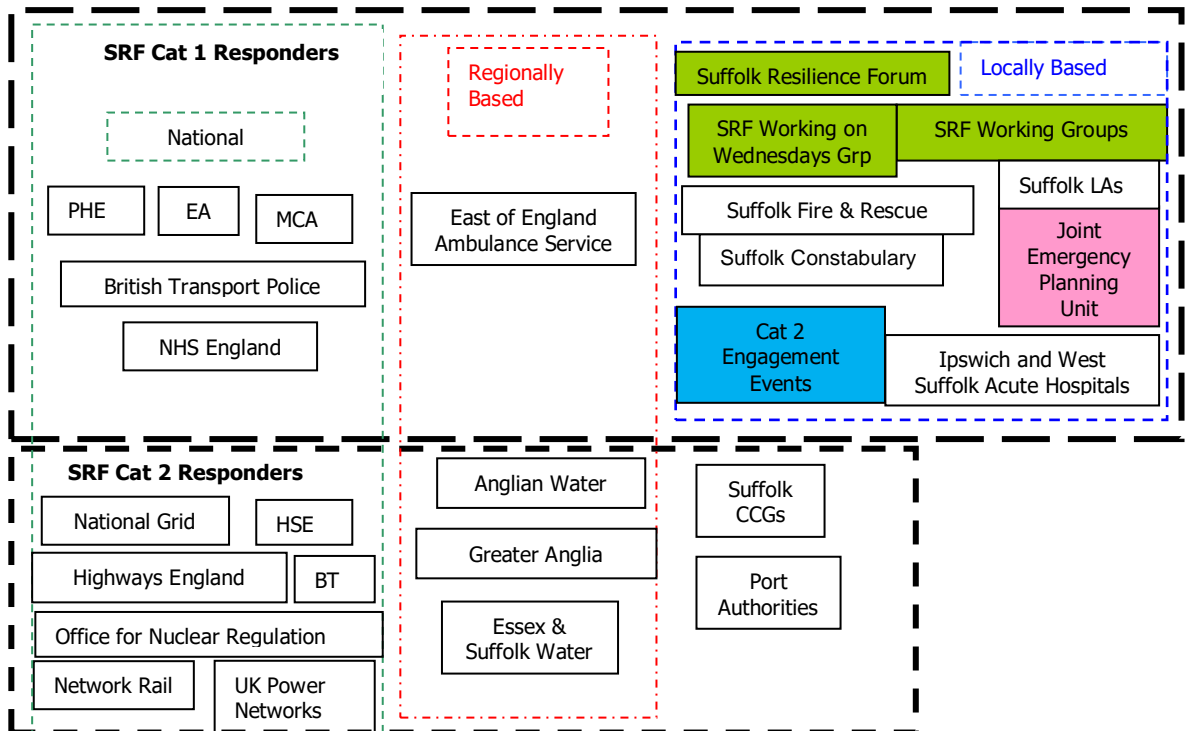
- g) Understand impact to emergency arrangements as part of Development Consent Order process and be prepared to incorporate SZC development activity into SRF plans in due course.

Lead: LA (JEPU)

2 SUFFOLK RESILIENCE ORGANISATION & GOVERNANCE

2.1 Overview.

The SRF is comprised of 2 groups of organisations that would or could be involved in any emergency response, Category 1 and 2 Responders; organisations work locally, regionally or nationally. The standing partnership structures of the SRF are shown in green highlight



2.2 SRF Structure.

The SRF operates at 2 levels, strategic and tactical. At the strategic level, the SRF Executive group set the direction and agree the policy for the SRF. Decision making is on a consensual basis.

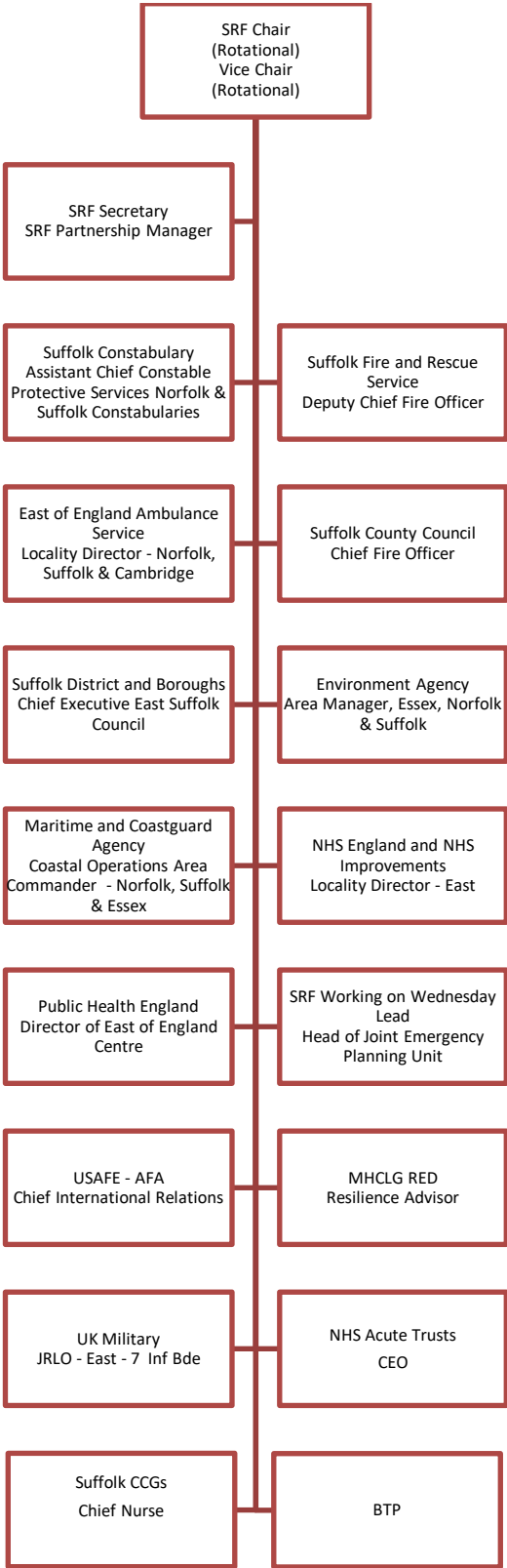
At the tactical level, day to day working of the SRF is focused through the SRF Partnership Manager and meetings of the 'Working on Wednesdays' group of Category 1 contingency planners.

Certain processes and hazard areas require wider participation of organisations and where this is needed, agencies will be invited to WOW.

A small number of Working Groups are also in place. This SRF Executive structure is shown below:

2.3 Suffolk Resilience Forum Executive Membership.

The standing membership of the SRF executive is as follows:



2.4 Terms of Reference.

The Terms of Reference for the SRF, SRF Category 2 Engagement and Working on Wednesday (WOW) are at **APPENDICES A, B** and **C** respectively.

2.5 Governance.

A joint governance statement has been developed for the SRF to set out the way in which it is governed and managed; and how it is accountable for what it does. This statement can be found at **APPENDIX D.**

In addition to the standing membership, other Category 1 & 2 Responders within Suffolk may attend if requested by the SRF or if the responder considers it appropriate due to the subject matter to be discussed. The complete list of Suffolk Category 1 & 2 Responders plus other agencies with a civil contingencies support role is as follows:

Category 1	Category 2	Voluntary Organisations (via SVOG)
Suffolk Constabulary	Highways England	British Red Cross
Suffolk Fire & Rescue Service	UK Power Networks	CRUSE
East of England Ambulance Service NHS Trust	National Grid	RAYNET
Maritime & Coastguard Agency	British Telecommunications	Norfolk and Suffolk 4x4
British Transport Police	Anglian Water	Eastern Community Assistance Team (EA-CAT)
Environment Agency	Essex and Suffolk Water	Salvation Army
Public Health (Suffolk)	Network Rail	Samaritans
Public Health England	Health & Safety Executive	St John Ambulance
NHS England	NHS West Suffolk CCG	Suffolk Accident and Rescue Services (SARS)
East Suffolk and North Essex Foundation Trust	NHS Ipswich and East Suffolk CCG	Suffolk Association of Lowland Search & Rescue (SULSAR)
West Suffolk Hospital Foundation Trust	NHS Great Yarmouth & Waveney CCG	Suffolk Churches Together Community Action Suffolk (CAS)
Local Authorities (via JEPUs)	Office for Nuclear Regulation	Felixstowe Coastwatch
Suffolk County Council	Lowestoft Port Authority (ABP)	UK Civil Air Patrol
Babergh and Mis Suffolk District Council	Felixstowe Dock & Railway Company (Port of Felixstowe)	National Search and Rescue Dog Association – Anglia (NSARDA)
Ipswich Borough Council	Ipswich Port Authority (ABP)	Farming Community Network
West Suffolk Council		Samaritans Purse
East Suffolk Council		Victim Support
	Liaison	Rapid Response Team (RRT)
	JRLO - UK Armed Forces	
	USAFE-AFA	
	Industry & Commerce	
	IFF, Haverhill	
	PPG, Stowmarket	
	Calor Gas, Risby	
	Treant, Bury St Edmunds	
	EDF Energy	
	Magnox	

3 PERFORMANCE & RISK MANAGEMENT

3.1 Performance Management

Performance Management is an important tool that allows an assessment of the delivery of civil contingencies capability as facilitated by the SRF such that, where shortfalls exist or are forecast, appropriate SRF executive action can be adopted. This section deals with the agreed SRF Performance Management approach that allows an objective assessment of the collective performance of Suffolk responders to be made.

The baseline standard for assessment of SRF civil contingencies processes and capabilities is derived from the Cabinet Office document 'The role of Local Resilience Forums: A reference document'. In addition, an assessment of multi-agency infrastructure and contingency arrangements will be provided. Performance will be reported bi-annually to the SRF Executive. Performance information will be used to guide the setting of future SRF work priorities and future direction.

With the implementation of the Resilience Standards the SRF will adopt these as a means of assessing performance in the future.

3.2 Risk

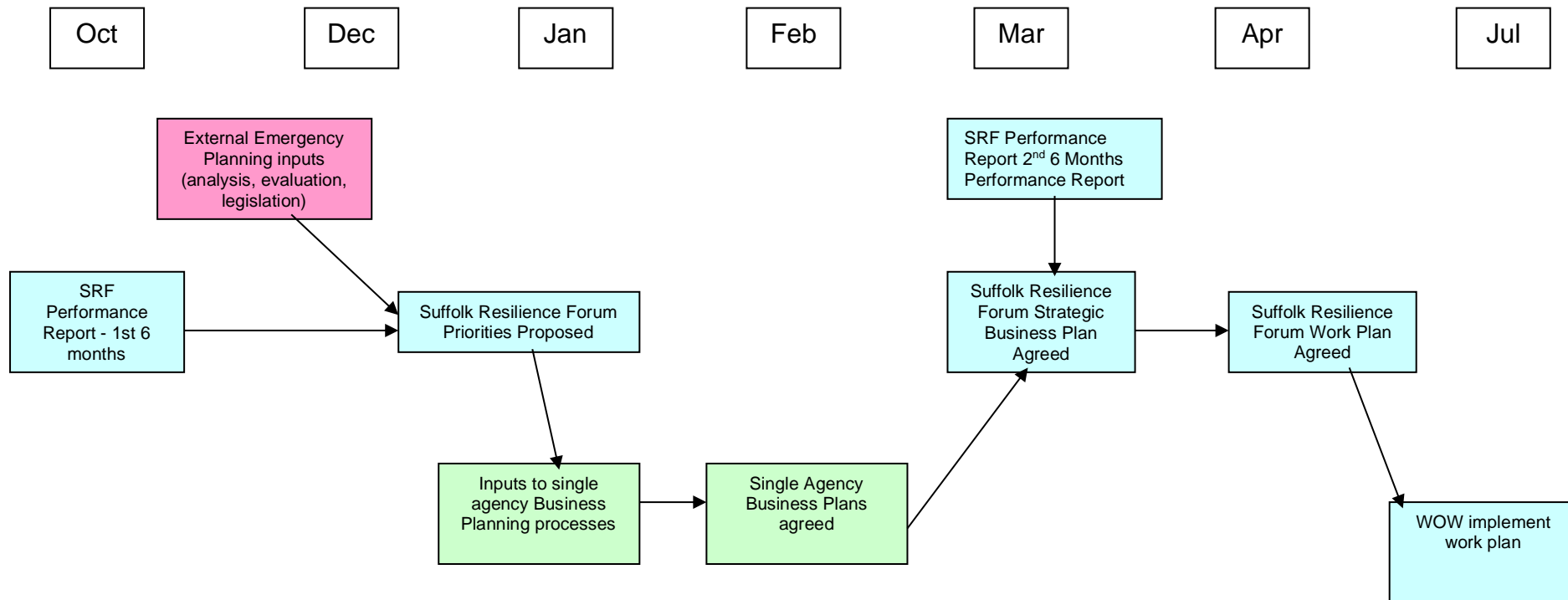
Natural and human-made risks to Suffolk are shown in the Community Risk Register produced by the 'Working on Wednesdays' Group. Local risk assessments are made using information in the National Risk Assessment and Local Risk Assessment Guidance issued by the Cabinet Office on a biennial basis. The Suffolk Community Risk Register is at: [Suffolk Community Risk Register](#).

The SRF reviews risks on an annual basis for HIGH or VERY HIGH risks and a 2 yearly basis for other risks to ensure that effective contingency arrangements for VERY HIGH and HIGH RISKS and for risks covered by legislation are in place. Contingency planning arrangements will be published on the SRF website or the SRF Resilience Direct site if protectively marked.

4 SUPPORTING PLANNING & PROGRAMMING INFORMATION

4.1 SRF Operating Process

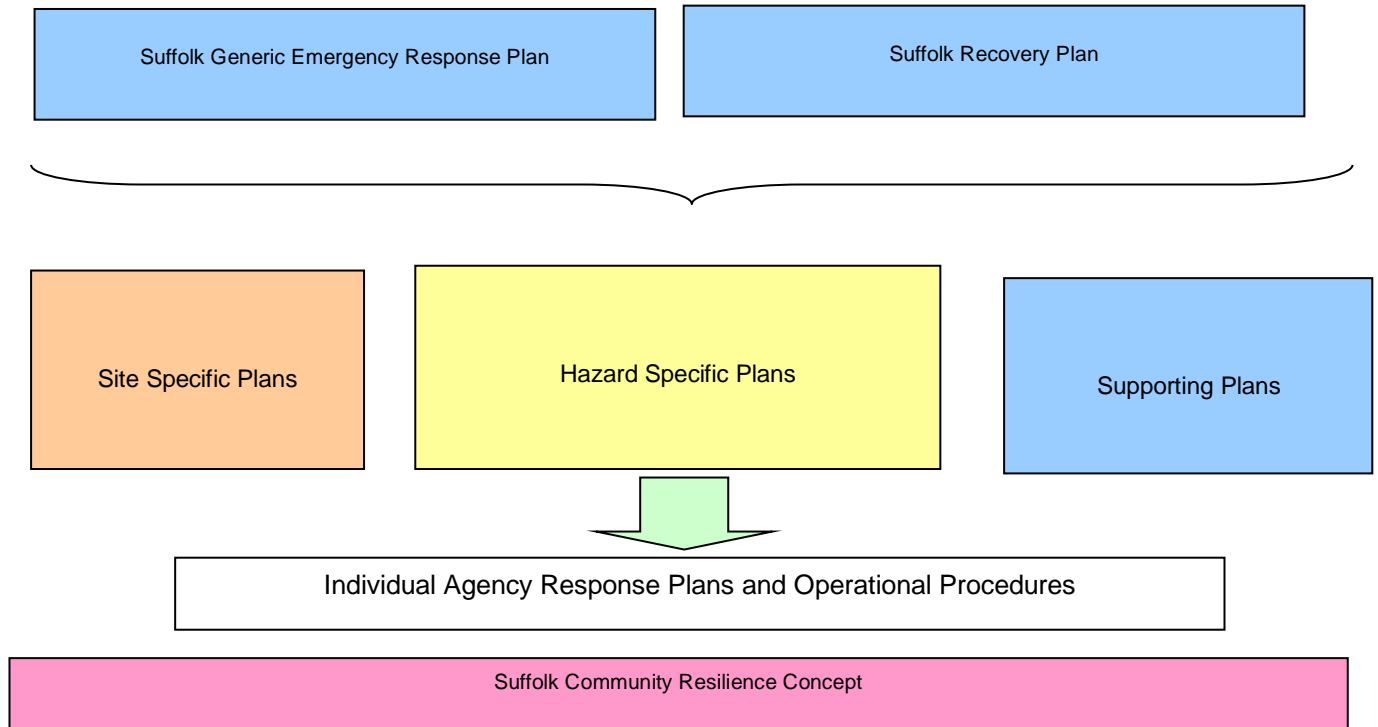
The SRF business planning processes is directly linked to the business planning processes of each Suffolk Category 1 Responder. Alignment is required between the SRF and single responder agency corporate business plan to ensure resources and commitment for activities are provided. Each single agency business plan has primacy but must take into account SRF objectives when considering emergency preparedness priorities.



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4.2 Suffolk Emergency Plans Matrix

The following information shows the agreed requirement for Suffolk emergency plans, including for V HIGH and HIGH impact/probability risks from the Suffolk Community Risk Register, publicly sensitive risks and statutory requirements.



The agreed attribution of lead Suffolk responders for developing SRF Contingency arrangements is as follows:

Generic:

SRF Generic Emergency Response Plan	- Joint: Suffolk Constabulary / Local Authorities (JEPUs)
SRF Recovery Plan	- Local Authorities (JEPUs)

Site Specific:

Statutory Requirement

SRF Sizewell Off Site Plan	- Local Authorities (JEPUs)
SRF Calor, Risby, External Emergency Plan	- Local Authorities (JEPUs)
SRF PPG, Stowmarket, External Emergency Plan	- Local Authorities (JEPUs)
SRF IFF, Haverhill, External Emergency Plan	- Local Authorities (JEPUs)

SRF Treatt Bury St Edmunds, External Emergency Plan	- Local Authorities (JEPU)
SRF Pipeline Plan	- Local Authorities (JEPU)
RAF Mildenhall Off Site plan	- Local Authorities (JEPU)
RAF Lakenheath Base plan	- Local Authorities (JEPU)

Hazard Specific:

Very High/High Risk

SRF Pandemic Influenza Framework	- Suffolk LHRP
SRF Fuel Plan	- Joint: Suffolk Constabulary / Local Authorities (JEPU)

Medium

SRF Flood Plan	- Local Authorities (JEPU)
SRF Animal Disease Plan	- Suffolk County Council (Trading Standards)
SRF Severe Weather Plan	- Local Authorities (JEPU)

Low – publicly sensitive

SRF Marine Pollution Plan	- Local Authorities (JEPU)
Op Waypoint (shore landing sites for casualties at sea)	- MCA
Op STACK MoU	- Suffolk Constabulary

Supporting

SRF Communications plan	- Local Authorities (Comms)
SRF Mass Fatalities Plan	- Local Authorities (JEPU)
SRF Guide to Evacuation and Shelter	- Suffolk Constabulary
Bury St Edmunds Evacuation Plan	- Suffolk Constabulary
Ipswich Evacuation Plan	- Suffolk Constabulary
Lowestoft Evacuation Plan	- Suffolk Constabulary
StratCC Guide	- Suffolk Constabulary
• STAC	- PHE (East)
SRF TCG Guide	- Suffolk Fire and Rescue
SRF Multi-Agency Strategic Holding Areas	- Suffolk Fire and Rescue
Suffolk Mass Casualties Plan	- NHS England/Suffolk CCGs
SRF Telecommunications and ICT Plan	- Local Authorities (JEPU)
Vulnerable people data sharing protocol	- Local Authorities (JEPU)

5 FINANCE & ADMINISTRATION

5.1 Finance

SRF Budget. The SRF has agreed to operate a joint budget that will allow pooled funds that support multi-agency resources to be clearly accounted for. Funding for the SRF budget comes from 2 sources:

- a) **Annual Contributions.** Suffolk Constabulary, East of England Ambulance NHS Trust, NHS England, Suffolk Fire and Rescue Service, Suffolk CCGs and Suffolk Local Authorities (via JEPUs) have agreed to contribute annually to the ongoing costs of the SRF, in particular the SRF Partnership Manager post. Contributions are agreed annually via the SRF Business Plan setting process.
- b) **Recharges.** Suffolk Constabulary, Suffolk Fire and Rescue Service, and Suffolk Local Authorities have agreed to pool funds recharged for activity under REPPiR, PSR and COMAH.

The SRF budget is lodged with Suffolk Fire and Rescue Service and managed by the SRF Partnership Manager. Six monthly budget reports are provided to SRF Executive meetings.

5.2 SRF Activity Assumptions.

The finance plan for the SRF is directly linked to its objectives and to its priorities. The following activity assumptions quantify the multi-agency resources required to support SRF objectives:

- **Staffing.** The SRF is routinely supported by the SRF Partnership Manager and SRF Resilience Officer³, jointly funded between Suffolk Constabulary, East of England Ambulance NHS Trust, NHS England, Suffolk Fire and Rescue Service, Suffolk CCGs and Suffolk Local Authorities (via JEPUs). Support costs for this post are:
 - **Standby Car Allowance.** For 24/7 standby commitment to support a multi-agency SCG.
 - **Communications.** For mobile communications.
 - **Subsistence Costs.** For motor mileage.

5.3 SRF Budget and Agency Contributions.

The likely routine SRF programme has been costed to provide an in-year finance requirement and 3 year finance forecast.

³ SRF Resilience Officer fixed term 2-year contract from 2020 – 2022

5.4 Overall Budget Assumption

Stand still budget contributions

SRF 3 Year Budget from FY20/21

Activity	<i>In Year</i>	3 – Year Forecast		
	<i>FY20/21</i>	<i>FY 21/22</i>	<i>FY 22/23</i>	<i>FY 23/24</i>
Employee ⁴	44,460	48,400	49,400	50,400
Transport Related	1,200	1,000	800	700
Supplies & Services	640	600	600	600
FY Total	46,300	50,000	50,800	51,700

Note: Assumes 2.5% local government public sector pay rise.

5.5 Agency Contributions

	<i>FY 20/21</i>	<i>FY21/22</i>	<i>FY 22/23</i>	<i>FY 23/24</i>
Local Authorities	25,630	26,220	26,810	27,400
Police	6,920	7,080	7,240	7,400
Fire	5,410	5,540	5,670	5,800
Ambulance	1,000	1,000	1,000	1,000
NHS England	1,210	1,240	1,270	1,300
Suffolk CCGs	1,780	1,820	1,860	1,900
ESNEFT	890	910	930	950
Residual from REPP/IR/COMAH ⁵	0	3,000	3,000	3,000
SRF Reserves Use	3,460	3,190	3,020	2,950
Total	46,300	50,000	50,800	51,700

Agencies agreed to increased 2.5% contributions until FY 24/25 to support incremental costs of service and reduce the reserve bridging allowance.

5.6 Training and Exercise Recharges – REPP/IR, PSR and COMAH.

The cost of planning and exercising statutory emergency plans is rechargeable to the ‘operator’. Sites that fall into this category are:

Sizewell B Site - REPP/IR
 Calor, Risby - COMAH
 PPG Ltd, Stowmarket - COMAH
 IFF, Haverhill - COMAH
 Treatt, Bury St Edmunds – COMAH

⁴ Does not include SRF Resilience Officer salary as funds ringfenced from EU Transition Grant

⁵ Residual amount from recharge for REPP/IR or COMAH exercises

From 1 April 2020, EDF Energy (£25,000 per annum), Treatt, IFF, Calor Saxham and PPG Ltd (each £3,000 per annum) will continue to support annualised recharging. It is agreed that an amount of annualised income will remain within the SRF budget (£3,000) and Suffolk Constabulary and Suffolk Fire & Rescue Services will recover costs of activity associated with supporting on site nuclear exercises⁶ direct from Suffolk County Council (via JEPUs). The annualised charge will be reassessed every 3 years.

5.7 SRF Reserves.

At the end of each FY any surplus funds within the SRF budget will be moved to the SRF reserve. Where the SRF budget is projecting a shortfall, SRF reserves will be used to balance at year end.

5.8 Finance Reporting.

A 6 monthly finance report will be produced by SRF Partnership Manager to allow full visibility of the joint SRF budget during each FY. The report will show projected outturn at the ½ year point and actual outturn at year end with appropriate explanatory notes for any variation. Any overspend must be agreed by agencies who contribute to the SRF budget, currently Suffolk Constabulary, Suffolk Fire & Rescue Service, NHS England, East of England Ambulance NHS Trust, Suffolk Fire and Rescue Service, Suffolk CCGs and Suffolk Local Authorities (via JEPUs). Any under spend will be retained within the SRF budget reserve.

6 ADMINISTRATION

6.1 Plans and Procedures Agreement.

All multi-agency plans and procedures will be agreed by the Suffolk Resilience Forum. Non contentious agreement of contingency arrangements has been delegated by the SRF Executive to the Working on Wednesdays Group. Plans are to be submitted in draft and the formal agreement of the plans and or procedures is to be recorded in the notes of the relevant forum. The SRF Partnership Manager is responsible for the issue and amendment of plans and procedures as appropriate.

6.2 Notes of Meetings.

Notes of all relevant SRF forums and groups will be shared and are public documents unless exemptions under FOI or security regulations are notified. Notes that are not for public information will be circulated direct to SRF members and will also be available on the SRF Resilience Direct.

6.3 Freedom of Information Statement.

FOI requests for Suffolk Resilience information should be handled by the organisation that receives them.

⁶ EofE Ambulance will recover all costs associated with COMAH and REPPiR exercises.

To support the public availability of Suffolk Resilience information and related planning and advice, full use will be made of existing responder websites to host information unless its publication is potentially limited by the General Data Protection Regulations or FOI Acts. The Suffolk Resilience website provides a one-stop shop for available information, either directly or by linking to other websites.

If a FOI is received by the SRF directly:

- The SRF Partnership Manager will answer generic questions about the SRF, the answer will be circulated to the SRF Exec for agreement to release, before it is released. If there is no agreement to release, as the SCC FOI process is being used, SCC will make the decision on whether to release the information or not.
- If the question concerns areas where there is a lead agency as defined in the SRF Business Plan, or concerns the Chair, then the question will be redirected to the appropriate agency.

APPENDIX A - SUFFOLK RESILIENCE FORUM – EXECUTIVE

TERMS OF REFERENCE

1. Aim. The aim of the Suffolk Resilience Forum - Executive is to prepare Suffolk for civil emergencies by providing and agreeing common purpose and direction for responder agencies to maximise the positive effects of the risk assessment process, contingency planning, cooperation through training and exercise and regular working together to share information.
2. Objectives. The objectives of SRF Executive meetings are to:
 - a. Agree joint strategic and policy approaches to Suffolk emergency preparedness arrangements.
 - b. Note the publication of a Suffolk Community Risk Register.
 - c. Ensure appropriate multi-agency contingency arrangements are developed for identified high and very high risks and that capabilities needed for response and recovery activity are trained and exercised.
 - d. Agree priorities for routine work completed by either the Working on Wednesdays or formal SRF working groups.
 - e. Ensure resources are made available from SRF member organisations to fulfil agreed multi-agency emergency preparedness activities.
 - f. Consider the implications of changes to legislation, national policy and discussions through MHCLG RED.
3. Chair. The SRF Executive will be chaired on a rotational basis by the executive representative from each Suffolk based Category 1 organisation. The Vice Chair for the SRF will be the executive representative from the next organisation in rotation order. The rotation order for Chair and Vice Chair is:

Suffolk County Council
Suffolk Constabulary
Suffolk Fire & Rescue Service
Suffolk District Councils
4. Membership. Core membership will comprise of Category 1 Responders as follows:

Suffolk Constabulary - Assistant Chief Constable - Joint Protective Services
Suffolk Fire & Rescue Service – Deputy Chief Fire Officer
East of England Ambulance Service NHS Trust – Locality Director – Norfolk, Suffolk and Cambridge
Suffolk County Council – Chief Fire Officer
Suffolk District & Borough Councils - Chief Executive Suffolk East Council

Maritime & Coastguard Agency – Coastal Operations Area Commander, Norfolk, Suffolk and Essex
Environment Agency – Area Manager Essex, Norfolk and Suffolk
Public Health – Director of Public Health
NHS England – Locality Director, Midlands and East (East)
Public Health England – Director, PHE East of England Centre
East Suffolk and North Essex Foundation Trust – CEO
West Suffolk Hospital Foundation Trust – CEO
British Transport Police
Suffolk CCGs – Chief Nurse (Cat 2 Responder)

5. Invited stakeholders:

Ministry for Housing, Communities and Local Government - Resilience
Emergency Division
UK Military – 7 Infantry Brigade and East - Joint Regional Military Liaison
Officer
Chief, International Relations, USAFE-AFA
WOW lead, Head of Emergency Planning, JEPU
SRF Partnership Manager

Where nominated members are unable to attend, a suitably empowered representative is required.

Chief Executive Officers or their representatives from Category 2 Responders are able to attend any SRF Executive meeting but routine attendance is not expected. SRF Executive papers will be made available to Category 2 Responders via SRF Resilience Direct. Where attendance of a Category 2 Responder is required for a specific item, the SRF Partnership Manager will arrange directly with the relevant organisation.

6. Meeting Frequency. The Forum will meet every 6 months in March and October. Future meeting dates will be programmed a year in advance by the SRF Partnership Manager.

7. Agenda & Notes:

- a. All members of the group are entitled to submit items for the agenda.
- b. Agenda items and relevant papers are to be with the secretariat at least 9 days prior. The agenda and papers will be circulated to attendees 7 days prior to the meeting.
- c. The Chair reserves the right to prioritise items from the agenda as appropriate.
- d. Notes will be produced.
- e. AOB and standing items should be declared to the Chair at the start of the meeting.

- f. Written reports should accompany agenda requests.
8. Standing Agenda Items:
- a. Apologies for absence.
 - b. Notes of the previous meeting.
 - c. Matters Arising.
 - d. Items requiring endorsement by the Exec
 - e. Items requiring a decision by the Exec.
 - f. Performance and Capability Report / Resilience Standards
 - g. Look forwards/backwards report.
 - h. Major incidents since the last meeting
 - i. Future exercises
 - j. Forward agenda
 - k. Any other business.
- l. Date of the next Meeting.
9. Administrative Support. The SRF Partnership Manager or SRF Resilience Officer, will provide secretarial support for the SRF Executive meeting.

APPENDIX B - SUFFOLK RESILIENCE FORUM – CATEGORY 2 ENGAGEMENT EVENTS

1. Aim. The aim of the SRF Category 2 Engagement Events is to provide a periodic mechanism for Suffolk Category 1 and 2 Responders to share information in relation to a risk based contingency response beyond that routinely discharged via the SRF Working on Wednesday's framework.
2. Objectives. The objectives of the Category 2 Engagement Event are to:
 - a. Share information on changes to risks, organisational structures and incidents or exercises that effect the standing Suffolk civil contingencies arrangements.
 - b. Maintain awareness of Category 2 operations that effect Suffolk response arrangements.
3. Lead. Category 2 Engagement Events will be arranged between a lead Category 2 Responder and the SRF Partnership Manager; this will include date and venue.
4. Membership. Invitations to Category 2 Engagement Events will be sent to:

Category 1

Suffolk Local Authorities – Deputy Head of Emergency Planning
Suffolk Constabulary - Contingency Planning Manager
Suffolk Fire & Rescue Service - Risk & Resilience Manager
East of England Ambulance Service - Resilience Manager Suffolk
Maritime & Coastguard Agency – Senior Coastal Operations Officer, Norfolk, Suffolk and Essex.
NHS England – Head of EPRR
Environment Agency – Incident Management Business Partner
Public Health England - Emergency Planning Officer
Public Health – Director of Public Health

Category 2

UK Power Networks - Contingency Planning Manager
Cadent – Operations Network Engineer
British Telecommunications - BT Liaison Manager for Suffolk LRF
Anglian Water - Emergency Planner for Suffolk
Essex and Suffolk Water - Security & Emergency Planning Advisor
Network Rail - Security & Emergency Planning Specialist (South East)
Greater Anglia – Emergency Planning Manager
Highways England - Emergency Planning Manager
Ipswich & East Suffolk and West Suffolk CCGs (also representing Great Yarmouth & Waveney CCG) - Emergency Planning & Resilience Manager
Office for Nuclear Regulation

Lowestoft Port Authority - (ABP)
Felixstowe Dock & Railway Company (Port of Felixstowe) – Operations
Manager
Ipswich Port Authority – Harbour Master

Liaison

UK Military – Joint Regional Liaison Officer, 7 Infantry Brigade and East
- RAF Liaison Officer East of England
US Military - USAFE-AFA
MHCLG RED - Linked LRF Resilience Adviser
Cambridgeshire Resilience Forum
Essex Resilience Forum
Norfolk Resilience Forum
Suffolk Voluntary Organisations - (via SVOG)

Where nominated members are unable to attend, a representative is required wherever possible.

5. Event Frequency. Category 2 Engagement Events will be generated from either Working on Wednesday activity that requires all Category 2 Responders to be briefed or involved on a particular Suffolk issue or by a Category 2 Responder indicating to the SRF Partnership Manager that they can host an event. Where regional events involving Category 2 Responders are held, for example via the MASG or MHCLG RED, these will be supported by SRF Category 1 Responders.
6. Administrative Support. The SRF Partnership Manager or SRF Resilience Officer will provide secretarial support to assist the setting up of a SRF Category 2 Engagement event.

APPENDIX C - SUFFOLK RESILIENCE FORUM - 'WORKING ON WEDNESDAYS'

TERMS OF REFERENCE

1. Aim. The aim of the 'Working on Wednesdays' (WOW) group is to provide a routine mechanism for contingency planners for all Category 1 Responders to work together in one place to review, develop and maintain detailed arrangements for Suffolk emergency response and recovery.
2. Objectives. The objectives of the SRF WOW group are to:
 - a. Provide the default focus for operational SRF work tasked by the SRF Executive or sought from Central Government.
 - b. Routinely share information on changes to risks, organisational structures and incidents or exercises that effect the standing Suffolk civil contingencies arrangements.
 - c. Agree SRF contingency plans required to provide effective response and recovery arrangements to agreed risks within the Suffolk Community Risk Register where within existing organisational responsibility.
 - d. Escalate emergency preparedness issues to SRF Executive where issue is not within pre-agreed organisation responsibility or policy.
 - e. Implement priority resilience activity included in SRF Business Plan or directed by the SRF Executive.
 - f. Maintain performance assessment of the processes and capabilities of the SRF needed for emergency response.
 - g. Develop SRF exercises for multi-agency events that are endorsed at SRF Executive meetings. Once agreed, any withdrawal from exercises must be agreed by the SRF Executive Chair.
 - h. Deliver multi-agency training for SRF agencies to ensure people and teams are able to discharge collective responsibilities identified in SRF Plans. Individual role specific training remains the responsibility of individual organisations.
 - i. Maintain SRF website content through the SRF Partnership Manager to support CCA duty to share information.
 - j. Agree Suffolk Community Risk Register.
3. Management. All WOW meetings will be facilitated by the SRF Partnership Manager. Where needed, WOW will be steered by the Head of Emergency Planning, Suffolk Joint Emergency Planning Unit, with Contingency Planning Manager, Suffolk Constabulary as the nominated deputies for this role. SRF

Resilience Officer will also deputise for the SRF Partnership Manager where required.

4. Membership. Membership will comprise Category 1 Contingency Planners plus any additional representation from Category 2 Responders or other organisations to achieve work outcomes. Core WOW membership is as follows:

Suffolk Constabulary
Suffolk Fire & Rescue Service
East of England Ambulance Service NHS Trust
Suffolk local authorities (Via JEPUs)
NHS (represented by the CCG. Acute hospitals also invited to attend)
BTP
Environment Agency
MHCLG RED
Met Office
Public Health England
MoD
Animal Plant Health Authority
MCA
Highways England

Each agency participating in WOW agrees to represent the roles and responsibilities of their organisation during WOW activity. Where roles and responsibilities or policy aspects are not clear, the member agrees to seek clarification with their respective SRF Executive lead.

5. Meeting Frequency. WOW will meet fortnightly on Wednesdays via MS Teams or physically at the StratCC (Suffolk Constabulary HQ) for the working day. Where meetings are required elsewhere these will be notified by the SRF Partnership Manager. Normal WOW day starts at 0900 hrs and finishes at 1600 hrs.
6. Standing Agenda Items:
 - a. Agreement of notes and update on actions from previous meeting.
 - b. Incidents and updates.
 - c. Work items for the meeting.
7. Administrative Support. The SRF Partnership Manager or SRF Resilience Officer will provide secretarial support for WOW.

APPENDIX D - SUFFOLK RESILIENCE FORUM GOVERNANCE STATEMENT

1. Introduction

This statement sets out the basis for staff and stakeholders on which the SRF has been established, the way in which it is governed and managed and how it is accountable

2. Legal Status

The Suffolk Resilience Forum (SRF) was created in 2005 on the passing of the Civil Contingencies Act 2004. It is a statutory partnership through which agencies involved in civil contingencies are required to routinely work together to prepare Suffolk for emergencies. However, the SRF is not a legal entity nor does it have powers to direct its members.

3. Role of the Suffolk Resilience Forum

At the Executive level, the SRF provides the mechanism for responder agencies to agree on the co-ordination, information sharing and co-operation of individual areas such that a subsequent multi-agency response and recovery is:

- a. Risk based.
- b. Pre-planned.
- c. Embedded within individual area Business / Service Plans.
- d. Allocated appropriate and trained resources.
- e. Exercised at appropriate levels and frequency.
- f. Validated from an internal and external perspective.
- g. Flexible to respond to changing environments or emergency situations.
- h. Cost effective and community focused.

4. SRF Business Plan

The SRF Business Plan is produced annually covering a 3 year forward look perspective that details jointly agreed objectives and priorities for the delivery of multi-agency emergency planning that is consistent with individual agency corporate aspirations. It also sets out the organisational framework for the routine management of Suffolk emergency preparedness, above individual responder agencies, and the agreed budget to resource jointly funded activities. It also provides the performance management mechanism for monitoring the achievement of objectives and, hence, the collective delivery of Suffolk's civil emergency preparedness. The plan is written

by the SRF Partnership Manager and is endorsed each March by the Executive level meeting of the SRF.

5. Accountability of SRF Partnership Manager

The SRF Partnership Manager is appointed by a joint board of officers from Category 1 Responders who fund the post:

- Suffolk Constabulary.
- Suffolk Fire and Rescue Service.
- East of England Ambulance Service NHS Trust.
- NHS England
- Ipswich and East Suffolk Clinical Commissioning Group
- West Suffolk Clinical Commissioning Group
- Suffolk Local Authorities through Suffolk Joint Emergency Planning Unit.

The post is responsible for:

- The day to day running of the SRF according to the agreed joint Business Plan.
- Preparation of 6 monthly performance report against the Cabinet Office document 'The role of Local Resilience Forums: A reference document'.
- Assurance of the LRF performance against the National Resilience Standards
- Line management of the SRF Resilience Officer
- SRF Budget

The SRF Partnership Manager is accountable to the SRF Executive through the Chair for the provision of partnership working and activities outlined in this Governance Statement and amplified in the SRF Business Plan.

6. SRF Executive Level

To provide an executive level mechanism to agree cross agency direction and policy for collective Suffolk emergency preparedness issues in order to allow individual agencies to discharge their statutory duties under the CCA 2004. The group comprises:

- Chief Executive or empowered senior representative from all Suffolk Category 1 Responders.
- Representatives from MHCLG RED, UK and US Armed Forces.

The Executive meeting is chaired on a rotational basis and sets the collective policy and direction for Suffolk emergency preparedness on a consensual basis. This group meets 6-monthly in March and October around the business planning process.

7. SRF Working on Wednesdays Group (WOW)

The WOW process was developed in 2009 to enable a more efficient method of working, improving output, cooperative working and information sharing. The Working on Wednesdays Group meets at least fortnightly at the Suffolk Strategic

Coordination Centre and membership comprises Category 1 and 2 Responders, relevant hazardous site operators and other co-opted representatives as required by the pre-set agenda. The SRF Partnership Manager coordinates work for this process to ensure that collective priorities are achieved.

8. SRF Working Groups

As a result of the formation of the SRF Working on Wednesdays Group, the traditional working group process of delivering collective Suffolk emergency preparedness arrangements has been largely discontinued. Some named sub groups remain but these all meet on Wednesday's to align with WOW meetings.

9. SRF Resources

The SRF Business Plan sets out the resource base for collective emergency preparedness activity within Suffolk where resources are either provided from individual agencies at the time of need or pooled on an annual basis as part of the SRF budget. Agreement on the level of resources to support collective emergency preparedness activities is reached through the SRF Executive meeting. Once agreed, resources are normally used by the SRF Working on Wednesdays Group to deliver the agreed activity. The SRF Budget is set annually by supporting Category 1 Responders as part of the SRF Business Planning process. The SRF utilises Suffolk Fire and Rescue Service to provide finance support for the SRF budget, the Suffolk County Council Scheme of Resources for financial propriety and regulation, and the services of Suffolk County Council Procurement staff for large purchases or contracts; the latter are developed and agreed in conjunction with the SRF Executive.

10. Human Resource Management

The SRF Partnership Manager is employed through the Suffolk Fire and Rescue Service. Line management for conduct and capability of the SRF Partnership Manager will be provided by Head of Risk and Resilience, Suffolk Fire and Rescue Service. The Performance Development Report (PDR) for SRF Partnership Manager will be set and assessed under line management arrangements above and in conjunction with the SRF Chair. SFRS will utilise Suffolk County Council HR procedures for managing the SRF Partnership Manager provided they do not prejudice the collective principles underpinning the SRF. Any conflict will be resolved first with Suffolk County Council & Suffolk Fire and Rescue Service by the Head of Risk and Resilience, and subsequently through the SRF Executive if required.

11. Equality Impact Assessment

The SRF uses the Suffolk County Council equality and diversity framework to ensure its plans and policies meet statutory requirements.

12. Review of governance statement

This governance statement will be reviewed on an annual basis by Head of Risk and Resilience at the SRF Working on Wednesdays Group.

APPENDIX E - GLOSSARY

Abbreviation	Description
BTP	British Transport Police
CCA	Civil Contingencies Act 2004
CCG	Clinical Commissioning Group
COMAH	Control of Major Accident Hazards Regulations 2015
CRR	Community Risk Register
GDPR	General Data Protection Regulations
EA	Environment Agency
FOI	Freedom of Information Act
FY	Fiscal Year (Apr to Mar)
HSE	Health & Safety Executive
JEPU	Joint Emergency Planning Unit (for Suffolk local authorities)
JRLO	Joint Regional Liaison Officer
LA	Local Authority
LRF	Local Resilience Forum
LHRP	Local Health Resilience Partnership
MCA	Maritime & Coastguard Agency
MHCLG RED	Ministry of Housing, Communities and Local Government, Resilience and Emergencies Division.
NSS	National Security Strategy
ONR	Office for Nuclear Regulation
PHE	Public Health England
PSR	Pipeline Safety Regulations 1996
RCG	Recovery Coordination Group
REPPPIR	Radiation (Emergency Preparedness and Public Information) Regulations 2001 /2019
SFRS	Suffolk Fire and Rescue Service
SDSR	Strategic Defence & Security Review
SRF	Suffolk Resilience Forum
StratCC	Strategic Coordination Centre
SVOG	Suffolk Voluntary Organisations Group
SZC	Sizewell C
TCG	Tactical Coordinating Group
USAFE-AFA	United States Air Force Europe – Air Force Africa
WOW	'Working on Wednesdays' group