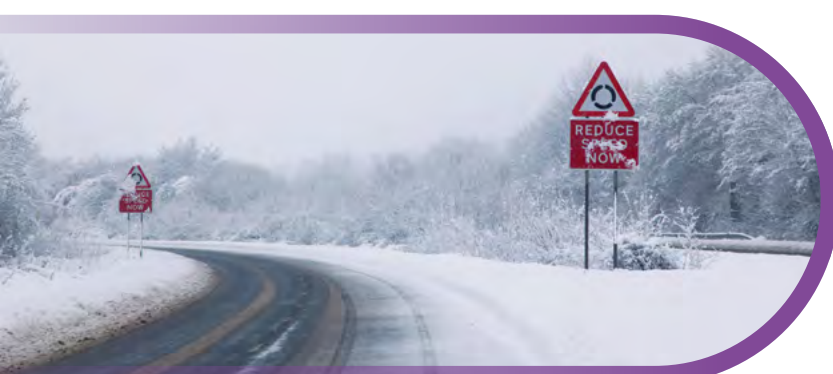


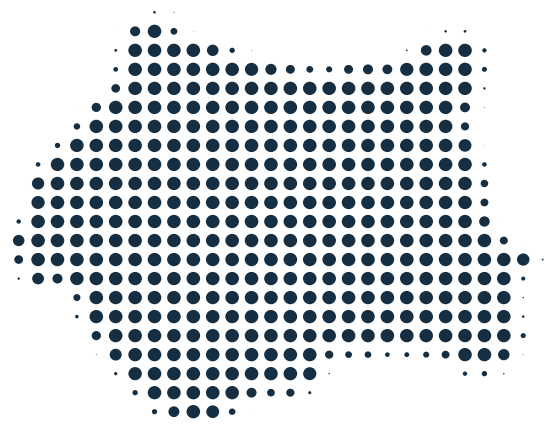


WEST YORKSHIRE **PREPARED**

YOUR SERVICES WORKING TOGETHER

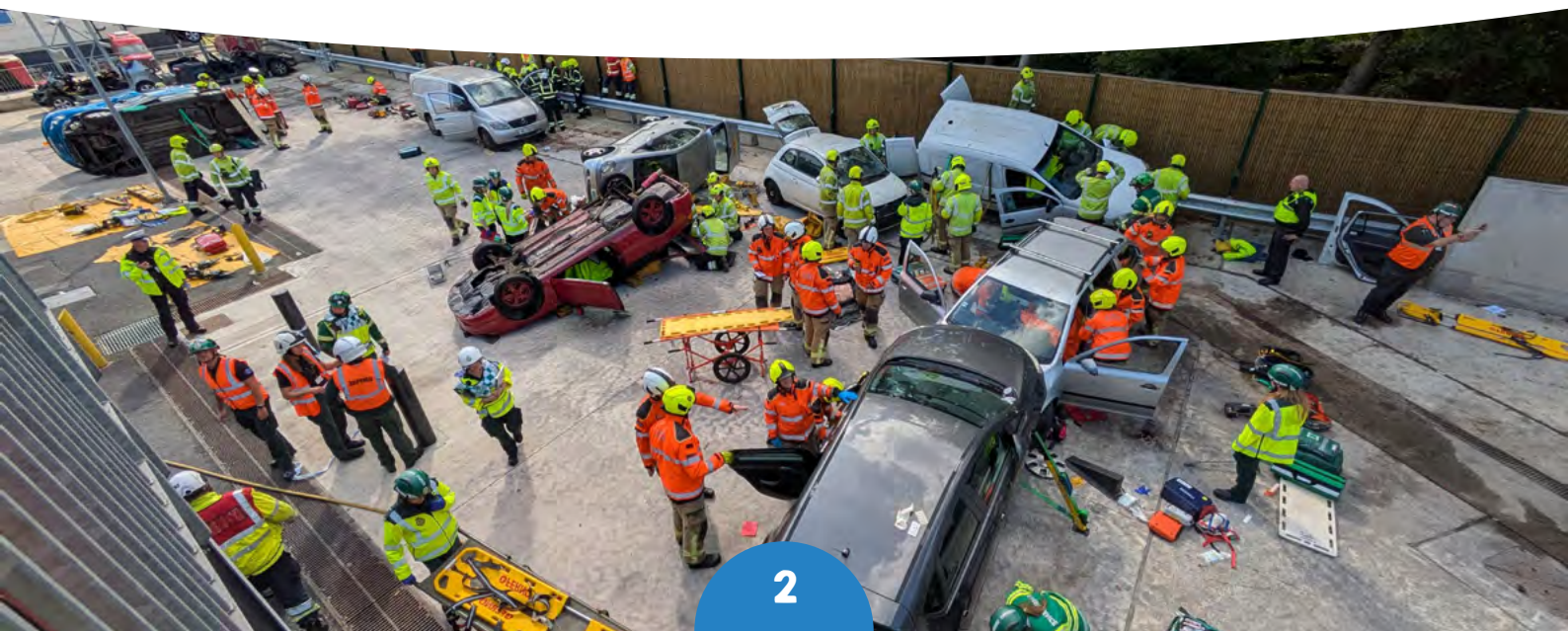


5 YEAR STRATEGY



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Foreword from co-chairs

This strategy sets the direction for West Yorkshire Prepared over the coming years and reflects our shared ambition to strengthen resilience across the region. As co-chairs, supported by the West Yorkshire Prepared Strategic Group, our role is to provide clear leadership, governance and oversight, ensuring that priorities are well defined and progress is appropriately assured.

The commitments set out in this strategy rely on the collaboration of all Local Resilience Forum partners, using their expertise, effort and experience to improve resilience across the region. Much of the partnership's most valuable work is delivered through continued preparation and learning that supports effective response when it is needed.

This strategy provides a common framework for that work. By aligning our efforts, holding ourselves to account and continuing to work in partnership, we will ensure West Yorkshire Prepared remains effective, credible and focused on supporting the communities we serve.

BY ALIGNING OUR EFFORTS AND WORKING IN PARTNERSHIP, WE WILL STRENGTHEN RESILIENCE ACROSS WEST YORKSHIRE.



Dave Walton

Deputy Chief Fire Officer
West Yorkshire Fire & Rescue Service



Mariana Pexton

Deputy Chief Executive
Leeds City Council



Jon Arrowsuch

Temporary Assistant Chief Constable
for West Yorkshire Police

Executive summary

West Yorkshire Prepared, the Local Resilience Forum (LRF) for West Yorkshire, brings together emergency services, local authorities, health partners, infrastructure and utility operators, voluntary and faith organisations and the Ministry of Defence to strengthen resilience across the region. Operating under the Civil Contingencies Act (CCA) 2004, the partnership works collectively to identify, prepare for, respond to and recover from a full range of incidents and emergencies that may affect the 2.4 million people who live, work and study in West Yorkshire.

This strategy sets out our shared direction for the next five years. It reflects the national resilience landscape shaped by evolving risks, changing expectations and growing recognition of the importance of whole-of-society preparedness. While acute risks such as flooding, industrial incidents and infrastructure failures will remain central to our work, chronic risks including climate change, antimicrobial resistance and wider societal pressures increasingly influence how we plan and prioritise.

OUR COLLECTIVE MISSION IS TO STRENGTHEN RESILIENCE FOR THE 2.4 MILLION PEOPLE WHO LIVE, WORK AND STUDY IN WEST YORKSHIRE.





Our strategic aim is to ensure West Yorkshire is better informed, better prepared and better able to withstand and recover from disruption, regardless of cause. To achieve this, we will focus on six pillars that underpin national and local resilience:

1

Dynamic risk understanding



Improving the use of data, insights and national evidence to understand risks and their specific impacts on West Yorkshire.

2

Enhanced crisis management



Strengthening leadership, decision-making and interoperability across partners, supported by clear roles and effective use of technology.

3

Private sector partnerships



Working more closely with businesses to understand critical dependencies and improve coordinated preparedness and response.

4

Community and voluntary sector support



Building on community strengths and ensuring voluntary organisations can contribute effectively before, during and after emergencies.

5

Informed investment decisions



Aligning available resources and investment decisions to shared priorities, based on a collective understanding of risk.

6

Resilience training and testing



Ensuring all partners are equipped with the skills and knowledge needed to contribute effectively.

Delivery of this strategy will be supported by an action plan developed by the Management Group. This will set clear, measurable objectives across a number of areas including governance, risk assessment, planning and recovery, business continuity, training, and public communication. Progress will be reviewed regularly by the LRF Strategic Group, alongside ongoing horizon scanning to ensure the strategy remains live and relevant in a rapidly changing environment.

Our success depends on strong collaboration and the commitment of all partners. By working together, drawing on shared expertise and supporting communities to play an active role, West Yorkshire Prepared will continue to build a safer, more resilient region for everyone.

Introduction to the LRF

West Yorkshire Prepared is the operating name of West Yorkshire Local Resilience Forum. Local Resilience Forums (LRFs) in the UK are multiagency partnerships designed to enhance local emergency preparedness and response. They are not separate entities or organisations in their own right but rather act as a forum for partners to collaborate and pool expertise. West Yorkshire LRF is constituted under the terms of the Civil Contingencies Act 2004 (CCA) and reviews its Terms of Reference on an annual basis.

West Yorkshire Prepared comprises representatives of all Category 1 and 2 responders, as defined by the CCA. Category 1 organisations are at the core of the response to most emergencies, and Category 2 are co-operating bodies who provide support as needed in a major emergency. We are also supported by a number of voluntary organisations and work closely with the Ministry of Defence.

Each Category 1 organisation contributes an annual financial sum to support the running of West Yorkshire Prepared. This includes funding for a secretariat post and part-funding for the LRF Manager post. The LRF currently also receives annual government grant funding by way of the LRF Capacity and Capability Grant. The small team working for West Yorkshire Prepared are either seconded from one of the partner organisations or are employed by West Yorkshire Fire and Rescue Service on behalf of the LRF using the grant funding.

Partner Organisations of the West Yorkshire Local Resilience Forum

Category 1 organisations are at the core of the response to most emergencies.



Category 2 organisations provide support to Category 1 organisations when and where required during an emergency incident.





What does it mean to be a part of West Yorkshire Prepared?

All our partners are required to bring both their professional expertise and their commitment to partnership working to the table. The communities we serve expect this of us. Our expectations for partners include the following:



The process of incident planning, response and recovery is approached and conducted with the selfless desire to do the best we can for as many as we can, and to provide an individual connection whenever this is possible.



Our leaders must provide strong guidance and direction, and team members should contribute effectively in order to collectively problem solve.



Decisions are made objectively and with integrity, and we will be accountable for those decisions.



We will act in a way that respects and values the communities we collectively serve. We recognise that sometimes we as professionals may not have all the answers and that we will need to work with communities to innovate and support those most in need.



In our communications, and in everything we do as a partnership, we will be open and honest, save for those few incident types requiring confidentiality, where there are clear and lawful reasons to protect information and intelligence.

The West Yorkshire region

AREA
2,000² KM

POPULATION
2.4 MILLION

DISTRICTS
FIVE

West Yorkshire covers an area of over 2,000 square kilometres, has a population of approximately 2.4 million and consists of five metropolitan districts. These combine a strong industrial heritage, modern and vibrant cities and towns, with quiet villages and picturesque rural locations.

Being an area of both urban and rural locations, the region benefits from a highly diverse population with many ethnicities, age groups, backgrounds and lifestyles represented.

Major railways and two major motorways traverse the county, which also contains Leeds Bradford Airport.

West Yorkshire houses 11 top tier COMAH (Control of Major Accident Hazard) Sites, five prisons - including one Category A (high security prison) - a large number of sporting venues with high profile clubs, as well as a wide spectrum of indoor and outdoor shopping centres and music arenas. This all sits alongside and is surrounded by significant areas of both moorland and agricultural land.

OUR REGION IS HOME TO DIVERSE COMMUNITIES, VIBRANT CITIES AND PICTURESQUE COUNTRYSIDE.

West Yorkshire governance

The governance landscape in West Yorkshire comprises five local authorities, one Police Force and one Fire and Rescue Service. These organisations operate alongside both the West Yorkshire Combined Authority (WYCA) and the West Yorkshire Integrated Care Board (WY ICB).

Political oversight is provided by elected members from the five local authorities, who collectively form the West Yorkshire Police and Crime Panel and the West Yorkshire Fire and Rescue Authority. There are proposals for West Yorkshire Fire and Rescue Service to come under the governance of the West Yorkshire Combined Authority in future, which would result in changes to these arrangements and the overall political make up.

A number of delegated functions in West Yorkshire are delivered by West Yorkshire Combined Authority under the mayoral arrangements. This includes policing and crime functions, which sit with the Mayor, who is responsible for holding the Chief Constable of West Yorkshire Police to account, supported by the Deputy Mayor for Policing and Crime. In addition, the local authorities nominate elected members to sit on West Yorkshire Combined Authority.

West Yorkshire Local Resilience Forum currently has no formal political oversight in its own right. The WY ICB has its own constitutional arrangements, and the various other bodies who are members of the LRF have their own governance models in place.

A word about Acute and Chronic risks

Historically, Local Resilience Forums have tended to focus on risks which, however unlikely they were to happen, may have had an immediate and short-term impact on the local area requiring a response from the UK civil contingencies system - these are referred to as 'acute' risks. As we move to a future where the importance of wider societal resilience is growing it is important that our narrative and focus extend beyond that short term horizon into the field of 'chronic' risks.

These are longer-term challenges that erode our economy, community, way of life and/or national security. They can also increase the likelihood and impact of acute risks. The UK is currently contending with a range of [chronic risks](#).

[Chronic risks](#) cause their own harms but can also make acute risks more likely and serious. For example, climate change (a chronic risk) is making severe weather (an acute risk) more likely and impactful, and antimicrobial resistance is exacerbating the risk of infectious disease outbreaks. It is therefore increasingly important to consider the risk landscape within the context of these longer-term, interconnected challenges.

Whilst chronic risks will not feature overtly in our annual action plan, we will take them into account when shaping the work we do.

**RESILIENCE PLANNING
MUST EXTEND BEYOND
IMMEDIATE THREATS TO
ADDRESS LONGER-TERM,
INTERCONNECTED CHRONIC
RISKS.**



Objectives

The strategic intent of West Yorkshire Prepared is to ensure that, as a resilience partnership, we are able to anticipate, assess, prevent, mitigate, respond to, and recover from known, unknown, direct, indirect and emerging civil contingency risks in the local area.

In keeping with the UK Government Resilience Action Plan and the principles outlined in both the CCA and the Cabinet Office publication 'Emergency Preparedness', West Yorkshire Prepared has four main objectives which are shared across all partners:

Risk Assessment

Develop a comprehensive understanding of local risks, both acute (e.g. flooding) and chronic (e.g. health emergencies). Use data and insights to inform decision-making and prioritise actions.

Prevention and Preparation

Focus on preventing risks where possible and preparing for those that cannot be avoided. This includes investing in infrastructure, training, and community awareness programmes.

Community Engagement

Foster a whole-of-society approach by involving local communities, businesses, and voluntary organisations in resilience planning and response efforts. Ensure clear communication and support for vulnerable groups.

Partnerships and Collaboration

Strengthen partnerships with local authorities, emergency services, and private sector stakeholders. Collaborate with neighbouring regions and national bodies to share best practice, data and resources.

We recognise our response to an incident is how most people will recognise us and judge the work we do. Our joint response effort is therefore critical to maintaining public confidence and increasing reassurance. Periodically, emergencies will happen which we are required to respond to and put the preparation, planning and training into action. When involved with the work of the LRF, our partners rightly spend the bulk of their effort assessing risks and preparing to respond and recover when incidents occur.

We will continue to work with other West Yorkshire wide partnerships to achieve our aims and objectives and will make decisions at a local level to bring the most benefit to the communities we serve.



Community Risk Register

Our work is driven by the West Yorkshire [Community Risk Register](#). This identifies the main risks affecting our region and aims to help individuals, communities and businesses to be better informed, prepared and able to respond should an emergency arise.

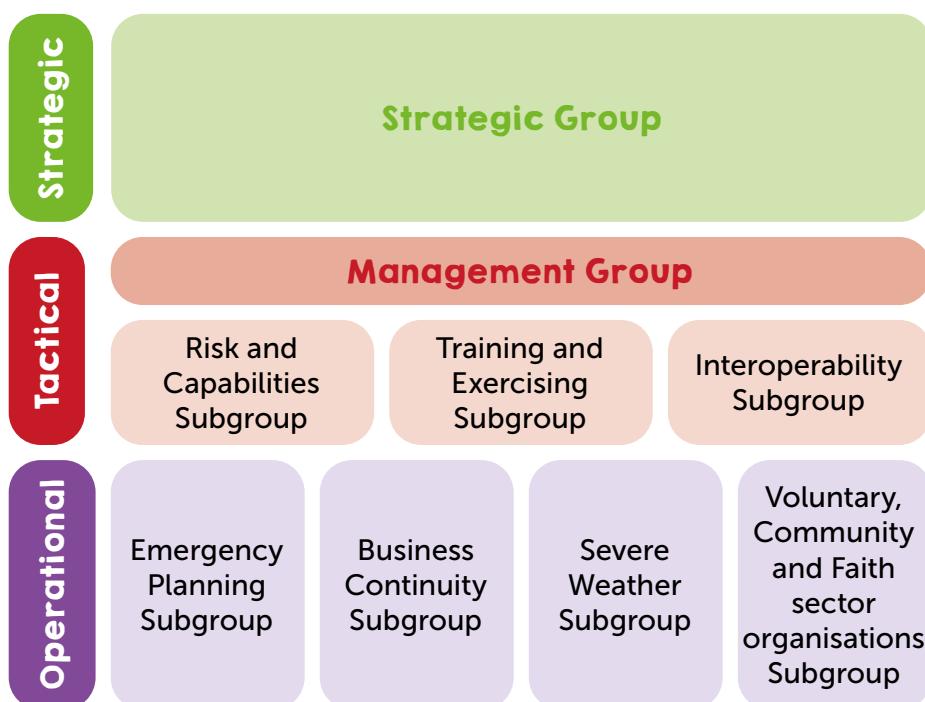
The Community Risk Register is informed by the most current National Security Risk Assessment and the Cabinet Office document 'Chronic Risks 2024' – both of these documents are held at OFFSEN (Official Sensitive) level and are made available to those with the appropriate security clearance in order to inform their work for both the LRF and their host organisations.



Subgroup working

There are a series of subgroups within West Yorkshire Prepared which work to our Strategic and Management groups to deliver our objectives. The work of the subgroups broadly delivers our business-as-usual activities.

Our [current annual report](#) (along with [previous versions](#)) gives a good overview of the work undertaken by our subgroups, along with some examples of what we as a partnership have achieved in previous years.



Working with others

As previously outlined, West Yorkshire Prepared is in itself a coalition of partners, but also has partnerships with other organisations, which are important to the wider region.

We seek to identify, and participate in, workstreams with both [West Yorkshire Combined Authority](#) and [West Yorkshire Integrated Care Board](#) where we believe joint working will collectively add value and where our task or focus areas are aligned.

We support the government's aspiration, as outlined in the UK Government Resilience Action Plan, for greater community responsibility and resilience, driving a cultural shift where everyone who can, is prepared and ready to take action and support themselves during an emergency. This will mean those needing more specific or tailored support can be prioritised.



Our Vision 2026-2030

The UK government's Resilience Action Plan, published in July 2025 defines resilience as:



The ability to anticipate, assess, prevent, mitigate, respond to, and recover and learn from natural hazards, deliberate attacks, geopolitical instability, disease outbreaks, and other disruptive events, civil emergencies or threats to our way of life.

We subscribe to that definition and have developed an action plan to support our delivery of the intended outcomes.

**IN A CHANGING
LANDSCAPE, WE WILL
CONTINUE TO REVIEW,
ADAPT AND DELIVER OUR
RESILIENCE AMBITIONS.**

Strategic context and delivery

This strategy is written, and published, at a point in time. It is intended to provide direction for the LRF for a period of five years, but we recognise the changeable nature of the environment in which we work. We acknowledge there may be impacts from English Devolution, the Policing White Paper, the ongoing CCA review and the ever-changing international picture. All these issues, and others, have the potential to change the nature of UK resilience significantly.

We therefore commit to keeping the strategy under review through regular horizon scanning to stay on top of external and internal issues and will revisit and review this strategy as appropriate.

We are committed to delivering everything set out in this strategy and will continue to work towards its aims with the resources we have available. We recognise that our dedicated LRF staffing is limited and that many colleagues contribute to the LRF alongside their day-to-day roles in their own organisations. Despite these pressures, we remain focused on being as prepared as possible and making best use of the skills and information across the partnership to achieve our goals.

Strategic ambitions

The following strategic ambitions set out how we will strengthen resilience over the life of this strategy. Together, they provide a clear framework for prioritising effort, investment and partnership activity.

1

Dynamic risk understanding

2

Enhanced crisis management

3

Private sector partnerships

4

Community and voluntary sector support

5

Informed investment decisions

6

Resilience training and testing

These pillars are explored in further detail over the coming pages.

1

Dynamic risk understanding

We will strengthen how risk information is gathered, analysed and shared to support effective planning and decision making across West Yorkshire. We will take a more data-driven approach, working with partners to understand the specific impacts of national and local risks on our communities.

This will include improving how we identify and plan for people who may be vulnerable during emergencies, in line with Cabinet Office guidance issued in March 2024. In sharing our risk understanding and plans, we will expect member organisations to provide feedback and insights where their understanding of risk is more nuanced or differs from the partnership view.

Our Risk and Capabilities Group will continue to review the National Security Risk Assessment and the Chronic Risks 2024 document to identify risks that have the potential to affect West Yorkshire and ensure these are reflected appropriately in local planning.



2

Enhanced crisis management

We will review and strengthen our arrangements for managing emergencies to ensure leadership, coordination and decision making are effective, resilient and clearly understood by all partners.

This will include reviewing how and when the Local Resilience Forum convenes as a Strategic Coordinating Group (SCG), making best use of available and emerging technology to support multiagency coordination. We will also consider the physical and virtual environments in which Strategic Coordinating Groups operate, with a focus on improving access to timely information and data to support dynamic decision making.

A key priority will be identifying and agreeing effective methods for agencies to communicate during a national power outage. We will use National Resilience Standards to develop and assure our crisis management arrangements, providing confidence that they remain robust and proportionate.





3

Private sector partnerships

We will strengthen engagement with the private sector to better understand critical infrastructure, supply chains and dependencies that underpin resilience in West Yorkshire.

This will include working with private sector organisations and subject matter experts to understand their operating environments and the risks they face, and to ensure they are able to engage effectively within a multiagency response during an emergency. We will encourage closer alignment between private sector preparedness and wider resilience arrangements, including the use of newly developed national standards and guidance where appropriate.

Through this work, we aim to build trusted relationships that support shared situational awareness and coordinated action during periods of disruption.

4

Community and voluntary sector support

We recognise and value the contribution that communities and the voluntary and community sector make to building and sustaining resilience across West Yorkshire. Over the life of this strategy, we will strengthen how this contribution is understood, supported and integrated into wider resilience arrangements.

We will map existing community and voluntary sector activity to identify where support is already effective and where further development could strengthen local resilience. This will enable us to work more closely with partners to target support, reduce duplication and build capacity where it is most needed.

Our approach will align with national standards and guidance for statutory responders and vulnerable groups, ensuring community-based activity is supported in a consistent and proportionate way.



5

Informed investment decisions

We will review the current funding model for West Yorkshire Prepared to ensure resources and capability are aligned to shared risk and future demand. Existing arrangements for the constitution of Local Resilience Forums do not provide clear national guidance on funding or budgets, and we recognise that government grant funding is subject to change.

To support effective planning, we will develop scenarios that consider the impact of different funding positions, including no grant, standstill funding and increased investment. We will also take account of the 2025 Comprehensive Spending Review when setting out our approach to future funding.

This work will enable the partnership to better understand the relationship between investment, capacity and resilience outcomes, and to plan more confidently for the future.



6

Resilience training and testing

We will strengthen learning, development and exercising arrangements to ensure that individuals from any agency can contribute effectively to multiagency decision making, including within a Strategic Coordinating Group (SCG) in line with published national standards.



We will review training and development requirements across the system and use the outputs of the National Resilience Academy and the National Exercising Programme to test preparedness. All training and exercising activity will be followed by structured debrief and assurance processes to ensure continuous improvement.

We will create and maintain a shared learning log to capture lessons from incidents, exercises and national learning. This will inform future planning and exercising and support a continuous learning cycle that both informs, and is informed by, local, regional and national resilience learning.



Delivering the Action Plan

As a collective, West Yorkshire Prepared will deliver the strategy through an annual programme of work aligned to the aforementioned strategic pillars. High-level workstreams are overseen by appropriate subgroups, with progress assured through routine reporting to the Management and Strategic Groups.

These workstreams are outlined as follows:

Governance and assurance

Action:	Embed effective governance and assurance arrangements across West Yorkshire Prepared to ensure alignment with the five year strategy and the National Resilience Standards. Key activity includes refreshing Terms of Reference for all groups, maintaining attendance standards, completing six monthly Community Risk Register (CRR) reviews, and ensuring assurance reporting is timely and consistent.
Lead groups:	Strategic Group and Management Group, supported by all subgroups
Key milestones	✓ Q1 each year: Refresh and approval of Terms of Reference for all groups; confirm annual work programmes and attendance trackers ✓ Six monthly CRR reviews, including collation of partners' top three risks for trend analysis ✓ Quarterly sub-group Chair updates to Management Group; horizon scanning and action tracking through Strategic Group
Measures:	✓ Terms of Reference approved and published ✓ Attendance records maintained and reviewed ✓ CRR reviews completed and recorded ✓ Regular assurance reporting evidenced in meeting records



A COORDINATED ANNUAL PROGRAMME OF WORK, UNDERPINNED BY ROBUST GOVERNANCE AND ASSURANCE, WILL DRIVE DELIVERY OF THE WEST YORKSHIRE PREPARED STRATEGY.



Risk assessment refresh

Action:	Review all extant local risk assessments and establish a rolling timetable for future reviews to ensure that all documents are current.
Lead groups:	Risk and Capabilities Group, working with relevant themed groups.
Key milestones	✓ Q1 each year: Agree risk owners and templates; publish risk assessment tracker ✓ Q3 each year: Publish midyear Community Risk Register (CRR) refresh with updated risk narratives ✓ Q4 each year: Confirm forward plan for the following year, including due and upcoming assessments
Measures:	✓ All priority and overdue risk assessments reviewed and signed off ✓ CRR updated where required ✓ Risk assessment tracker maintained and accessible

Plan maintenance and doctrine

Action:	Assign long-term ownership of multiagency plans to an appropriate sub-group or lead agency, and ensure all plans remain current and accurate. These plans include, but are not limited to: Immediate Response Protocol, National Power Outage Plan, CyberTAC arrangements, Evacuation Plan, Debrief Protocol and Training, Exercising and Development framework.
Lead groups:	Emergency Planning, Business Continuity, Severe Weather and Training, Exercising and Development
Key milestones	✓ Identify priority plans and confirm owners ✓ Complete reviews and approvals within agreed timescales ✓ Record review cycles and ownership for all plans
Measures:	✓ Plans reviewed, approved and published ✓ Plan ownership and review dates clearly recorded ✓ Plans accessible via agreed partner platforms



Operational interoperability

Action:	Ensure agencies are practised and prepared in working together effectively, maintain compliance with JESIP (Joint Emergency Services Interoperability Principles) principles, keep the Major Incident Plan current and support preparation for The Terrorism (Protection of Premises) Act 2025, also known as Martyn's Law.
Lead groups:	Interoperability and Emergency Planning Group
Key milestones	✓ Regularly review Major Incident Plans and ensure they are kept up to date ✓ Complete mapping of high footfall sites and venues ✓ Coordinate LRF input to local preparation for Martyn's Law
Measures:	✓ JESIP assurance activity completed ✓ Major Incident Plan reviewed ✓ Evidence of coordinated Martyn's Law preparedness

Severe weather and reservoir inundation

Action:	Maintain year round preparedness for severe weather risks, including storms, flooding, heat and cold weather, alongside reservoir inundation planning. Review Severe Weather Plan on an annual basis to ensure it remains up to date and accurate.
Lead groups:	Severe Weather Group and Emergency Planning Group
Key milestones	✓ Seasonal preparedness activity delivered ahead of summer and winter periods ✓ Reservoir inundation plans reviewed and actions progressed ✓ Regular information sharing through quarterly meetings
Measures:	✓ Seasonal plans reviewed and assured ✓ Reservoir inundation actions progressed ✓ Mapping and intelligence products consistent and current



Evacuation, recovery, mutual aid and welfare

Action:	Maintain effective end to end arrangements for evacuation, shelter, recovery, site clearance, fuel disruption and mutual aid.
Lead group:	Emergency Planning Group
Key milestones	✓ Review and update Evacuation and Shelter arrangements ✓ Maintain and confirm Mutual Aid Memorandum of Understanding ✓ Deliver recovery focused exercising and debriefing
Measures:	✓ Evacuation and shelter arrangements approved ✓ Mutual aid arrangements confirmed ✓ Recovery learning captured and shared

Business continuity and infrastructure resilience

Action:	Drive adoption of Business Continuity Management (BCM) standards across partners and maintain effective arrangements for critical infrastructure disruption, including power, telecommunications and cyber.
Lead group:	Business Continuity Group
Key milestones	✓ Review BCM standards and assurance arrangements ✓ Identify shared infrastructure risks and dependencies ✓ Maintain regular information sharing through quarterly meetings
Measures:	✓ BCM assurance activity completed ✓ Infrastructure resilience priorities reviewed ✓ Shared risks and actions identified





Training, exercising and development

Action:	Deliver a risk-driven training and exercising programme aligned to updated risk assessments and priority plans, supported by a consistent learning and debrief cycle.
Lead group:	Training, Exercising and Development Group
Key milestones	✓ Maintain central training and exercise calendar ✓ Prioritise activity aligned to risk assessments ✓ Capture learning from exercises and incidents to inform future programmes
Measures:	✓ Training and exercise programme delivered ✓ Learning captured and reviewed ✓ Evidence of learning informing plans and preparedness

Warning and informing/public communications

Action:	Maintain accurate public facing risk information and coordinated multiagency communications, supported by innovation and evaluation.
Lead groups:	LRF Management Group and Secretariat
Key milestones	✓ Rolling programme of coordinated campaigns ✓ Integration of communications into exercising ✓ Annual review of the public facing Community Risk Register
Measures:	✓ Public CRR reviewed and updated ✓ Coordinated campaigns delivered ✓ Communications learning captured and evaluated



**WE WILL PRIORITISE
TRAINING AND EXERCISING
ACTIVITY BASED ON RISK,
CAPTURE LEARNING FROM
EXERCISES AND INCIDENTS,
AND USE THIS EVIDENCE TO
CONTINUOUSLY IMPROVE
PLANS AND PREPAREDNESS.**

Voluntary and faith sector integration

Action:	Strengthen activation and response arrangements with voluntary, community and faith sector partners, ensuring early engagement in planning and exercising.
Lead group:	Voluntary Organisations and Faith Sector Group
Key milestones	✓ Maintain and review Voluntary Organisations Activation and Response Plan ✓ Increase voluntary and faith sector participation in exercises ✓ Capture partner capabilities and expressions of interest
Measures:	✓ Activation arrangements reviewed ✓ Voluntary and faith sector involvement evidenced ✓ Learning captured and shared

Cross cutting development and capability

Action:	Mature systems, embed chronic risk thinking, establish continuing professional development, and maintain a live picture of partner capabilities.
Lead group:	Risk and Capabilities Group
Key milestones	✓ Embed chronic risk consideration into business as usual activity ✓ Deliver Continuing Professional Development (CPD) sessions focused on emerging risks ✓ Review and update partner capability information on ResilienceDirect
Measures:	✓ Chronic risk reflected across workstreams ✓ CPD delivered ✓ Partner capability information reviewed and assured



Summary

This strategy provides a clear framework for how West Yorkshire Prepared will work together to strengthen resilience over the coming years. It reflects both the challenges we face and our shared ambition to plan, prepare and respond in a way that puts communities at the centre of everything we do.

When available we will take part in, and learn from, the national peer review process for LRFs. Delivery will be supported by ongoing collaboration, regular review and an annual action plan to ensure our priorities remain relevant and achievable. By maintaining strong partnerships, learning from experience and adapting to change, we will continue to build a more resilient West Yorkshire for those who live and work here.

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Multiagency capabilities event (MACE)

What happened:

Around 40 organisations from across Yorkshire and the Humber came together for a Multiagency Capabilities Event in West Yorkshire. Emergency services, government agencies, voluntary organisations and utility companies showcased the specialist equipment, vehicles and skills they could deploy during a major incident. This included fire and rescue services, police forces, ambulance services, mountain rescue teams and the Yorkshire Air Ambulance.

Why it mattered:

Major incidents often require many different organisations to work together quickly and effectively. Understanding who can do what, and how support can be accessed, is essential for a coordinated response. The event responded directly to national learning following the Manchester Arena attack, which highlighted the importance of emergency services being familiar with each other's capabilities.

What this means:

By improving awareness and understanding between organisations before an emergency happens, responders are better prepared to act quickly and confidently when people need help. This strengthens the collective response to major incidents and helps keep communities safer.



Exercise Spring Ten

What happened:

West Yorkshire emergency services took part in a large scale, live exercise at First Direct Arena in Leeds. The exercise simulated a serious terrorist incident and involved police, fire and ambulance services working alongside counter terrorism specialists and neighbouring fire and rescue services.

The exercise tested how agencies would respond both individually and together in a complex, fast moving situation at a major public venue.

Why it mattered:

Large venues and public events require careful planning to keep people safe. Regular, realistic exercises help emergency services test their plans, practice decision making under pressure, and identify where improvements can be made.

Exercises like this form part of ongoing work across the region to remain ready for a wide range of emergencies.

What this means:

Practising how agencies respond to serious incidents helps ensure that, if the worst were ever to happen, emergency services are ready to act quickly, safely and together. This improves public safety at major events and builds confidence that effective plans are in place.



Visit to Holme Valley Mountain Rescue Team

What happened:

Members of West Yorkshire Prepared's Severe Weather Group visited Holme Valley Mountain Rescue Team at their base in Marsden. The visit took place alongside a regular planning meeting focused on preparing for severe weather.

HVMRT shared information about their search, rescue and response capabilities and demonstrated specialist equipment used to support emergency response across the region.

Why it mattered:

Severe weather can place extra demands on emergency services, particularly in rural and hard to reach areas. Voluntary organisations such as mountain rescue teams play a vital role in supporting emergency response and providing specialist skills when they are needed most.

What this means:

Closer understanding between emergency services and voluntary responders means help can reach people more quickly and effectively during floods, storms or other severe weather events. This collaboration strengthens local resilience and improves the overall response when communities are affected.



Major incident at St James's Hospital, Leeds

What happened:

On 20 January 2023, a suspicious package was discovered outside St James's Hospital in Leeds. Emergency services attended the scene, a cordon was put in place, and some areas were evacuated as a precaution while police carried out their investigation.

Hospital services were adjusted to keep people safe, with certain entrances closed and alternative routes made available. Emergency care and most hospital services continued throughout the incident.

Why it mattered:

Immediate operational action was required to protect patients, staff and visitors while supporting a live counter terrorism investigation. The hospital needed to:

- ✓ Maintain safe site access and patient flow.
- ✓ Minimise disruption to critical services.
- ✓ Manage patient movements during the evacuation and cordon.
- ✓ Support decision making under rapidly changing conditions.
- ✓ Clear coordination with emergency services was essential to balance safety with continuity of care.

What this means:

The incident was managed safely, with no harm to patients, staff or the public. Emergency services remained available, and normal hospital operations were restored later the same day. The response demonstrated how local organisations work together under pressure to manage serious incidents and keep people safe.



case study

West Yorkshire Prepared strategic exercise: focus on cyber

What happened:

In January, West Yorkshire Prepared hosted a strategic multiagency exercise with partners from across the region invited to take part.

Exercise Firewall focused on a simulated cyberattack affecting multiple organisations. The scenario included the loss of access to everyday digital tools such as email and online collaboration platforms, followed by a more serious development involving organisational data being stolen and sold online.

The exercise was designed in partnership with HALO, an external cyber security company, who helped develop a challenging but realistic scenario.

Why it mattered:

Cyber incidents are an increasing risk and can significantly disrupt public services. A coordinated response across organisations is essential to protect services, sensitive information and public trust. The exercise provided an opportunity for all partners to test how they would work together during a complex cyber incident, identify pressures and gaps, and practice strategic decision making in a controlled environment.

What this means:

By testing and improving how organisations respond to cyber incidents, local services are better prepared to protect essential services people rely on every day. Learning from the exercise will help partners strengthen their resilience to cyber threats and improve coordination during future incidents, helping to reduce disruption and keep communities safe.

Don't panic
PREPARE!



WEST YORKSHIRE **PREPARED**

YOUR SERVICES WORKING TOGETHER

westyorkshireprepared.org.uk