

Case study
to create a
Local Resilience Capability

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Introduction to this document

This document brings together in an easier to read form the case study sections from the NCSR+¹ “Strategy and Manual to create a Local Resilience Capability”. The detailed case study scenario set out across the 8 steps to create a local resilience capability is generic and designed for any resilience partnership to apply. It relates to a full spectrum of hazards and risks, as well as a range of potential initiatives to operationalise local resilience capability to deliver functions to society and priority groups. Resilience partnerships are encouraged to adapt and tailor the contents of the case study to their own context and shared local ambition on societal resilience.

¹ The National Consortium for Societal Resilience [UK+], abbreviated to NCSR+, is a collaboration between 62 partners involved in societal resilience. Through its local resilience partnerships alone, NCSR+ covers 98% of the population of the UK and its Crown Dependencies. NCSR+ includes key sector partners from the voluntary, business, government, and research sectors. www.ambs.ac.uk/ncsr

Case study

Step 1:

Align the people and the politics behind the ambition for Local Resilience Capability

In response to our desire to make our society more resilient, our resilience partnership has:

- Discussed the need to do even better on societal resilience
- Honestly appraised and openly debated partners' ambitions to enhance societal resilience, including resource constraints and governance complexities (e.g. in multi-tiered local government areas)
- Agreed a shared ambition and explored the commitment to operationalise societal resilience as a Local Resilience Capability
- Identified a strategic lead to drive the ambition on behalf of the partnership. The lead:
 - has experience of community and place-based local democratic leadership
 - can gain institutional support across the resilience partnership

- Agreed that competition between partners is not always helpful for societal resilience so cooperation and collaboration may better serve our communities
- Agreed that, to achieve the ambition, it is necessary to start small on what will be done and carefully grow the Local Resilience Capability
- Committed to holding a half-day Resilience Summit to encourage wider commitment to the ambition and explore the opportunities with communities

Our shared ambition defines Local Resilience Capability as having five modules:

Module	Description
Local community networks	Formalised connections into existing local place-based networks e.g. Parish Councils, neighbourhood wards, associations
Community hub	Formalised physical and virtual location for information and signposting to those with [needs] and offers
Organised volunteers	Volunteers from known partners such as voluntary sector organisations, businesses, higher and further education
Spontaneous volunteers	Members of the public who wish to help during an event and do not belong to a known partner
Local essential services	Continuity of local community infrastructure (e.g. voluntary, business that provides essential services)

Our Resilience Summit has been designed and includes:

Aims of the Resilience Summit includes:

- engage strategic leads from across the resilience partnership in a thoughtful and consultative approach to embrace the ambition for societal resilience
- align wider partners' thinking around the agreed ambition, a shared narrative, and collective enthusiasm
- engage communities in the ambition to receive feedback and prepare them to help co-produce elements
- engage attendees in how they can actively support the ambition

Agenda of the Resilience Summit includes:

- contextualise societal resilience in:
 - the national endeavour and government's frameworks
 - the context of other place-based agendas (e.g. climate adaptation, cohesion, public safety) to determine the strategic and political imperative
- explain current local initiatives that enhance societal resilience
- discuss the priority of local risks and vulnerabilities that local resilience capability could begin to address
- discuss the priority of local needs and capacities to address those needs
- agree supporting actions and what can be done together

The resilience partnership is expecting to revise the ambition in the light of performance improvements from the pilot case studies it commissions. This could include growing the Local Resilience Capability to include new capabilities to address the [needs] of new priority groups and offer new ways to involve society.

Case study

Step 2:

Establish the team for Local Resilience Capability and assess current performance

Our Societal Resilience Working Group has been **formally constituted by the resilience partnership** and reports into the resilience partnership. The group's membership includes:

Role	Details	Person specification
strategic champion	Name, job description, organisation	<ul style="list-style-type: none"> Place-making executive from a relevant organisation such as local government Figurehead to agree strategic aims and objectives, timeframes, secure resources, describe what good looks like, lobby, unite broader representation, support conflict resolution, political leadership into broader agendas (e.g. levelling up) Accountable for delivery of the strategy
tactical leadership	Name, job description, organisation	<ul style="list-style-type: none"> Community engagement professional from local government or voluntary sector Ensures strategic objectives are achieved

working group members	Names, job descriptions, organisations	<p>People from the following groups who can mobilise the knowledge and power for societal resilience:</p> <ul style="list-style-type: none"> • Multi-agency resilience partners (Category 1/2, utilities, welfare professionals) • Place-shaping partners • Representatives of priority groups and communities • Representatives of voluntary and business sectors to bring different insights from national to hyper-local interests • Community engagement professionals linked into local places
secretariat	Name, job description, organisation	<ul style="list-style-type: none"> • Resilience partnership representative or another suitable alternative • Guidance to ensure Local Resilience Capability integrates with resilience partnership activities and can be activated by the resilience partnership when required

The **Terms of Reference** for the Societal Resilience Working Group have been approved by the resilience partnership. They include:

Structure of the Terms of Reference

- **Context** of local resilience and partnerships for societal resilience
- **Draft ambition** including aims, objectives
- **Constitution** (e.g. a commissioning body or change agent)
- **Legislation, duties and good practices** from local, national, international (legislation, National Resilience Standards, National Resilience Strategy, Community Resilience Development Framework, Levelling up Strategy)
- **Terms and definitions** for societal resilience
- **Governance** including reporting structure and accountability, periodic review, internal communications, measures of effectiveness
- **Structure** including sub-groups, liaisons
- **Timescales** including pace/rhythm
- **Funding arrangements**
- **Training requirements** for the Societal Resilience Working Group to fulfil its duties
- **Recommend societal resilience initiatives**, their delivery, collaborations, resourcing, and funding opportunities
- **Risks and challenges** to societal resilience
- **Ongoing strategies** – aims, achievements, disruptions rectified, demands normalised

The Societal Resilience Working Group has **identified the requirement for instrumental collaborations with the following partners** and will prioritise these:

Type of partner	What they bring	Examples
Partnerships that can initially coordinate and champion Local Resilience Capability		
resilience partnership	<ul style="list-style-type: none"> • Expertise on wider resilience agendas • Networks of those already working in local resilience 	resilience partnership Executive Group. Working Groups on: Risk Assessment; Warning and Informing; Business Continuity Promotion; Human Aspects; Voluntary and Faith Sectors
Local government that already works on building local resilience		

Place-shaping local government and other services running wider initiatives on societal resilience	<ul style="list-style-type: none"> • Their own statutory duties to support priority groups • Access to, and knowledge of, priority groups 	Partners on: Place-shaping; Community Cohesion; Safer Neighbourhoods; Health and Wellbeing; Local Economic Partnerships; Fire Safety; Environmental Health; Community Planning
Place-based leaders	<ul style="list-style-type: none"> • Local voices, as democratically elected leaders for place • Local concerns of locations at risk • Assurance and accountability 	Locally-elected officials (Parish, Town, Mayor); Members of Parliament; Police Fire and Crime Commissioners
Local government senior leaders	<ul style="list-style-type: none"> • Professional analysis of neighbourhoods, parishes, local, regional, and national trends 	Senior leaders in local government from place-based, people-based, and executive roles
Community-centred partners that have [needs] and can connect with those in [need] and those who can provide support		
Local community emergency response groups	<ul style="list-style-type: none"> • Local experience, legitimacy, continuity • Present before/during/after an incident 	Community Emergency Response Teams; Flood Wardens
National, local, and hyper-local community groups	<ul style="list-style-type: none"> • Volunteers providing capacity • Network of local experience, legitimacy, continuity • Trusted relationships with hardly-reached 	Infrastructure organisations; Organised community volunteering groups (CVC); Organised and uniformed youth groups
Local providers of critical services and its infrastructure	<ul style="list-style-type: none"> • Access to hardly-reached groups • Data and knowledge • Reputation and legitimacy 	Utilities; Community and Voluntary Services (CVS); national charities; faith networks; counselling services; local food banks
Community groups with a low profile but can reach those in [need]	<ul style="list-style-type: none"> • Connects with some of the most in [need] in society • Provides capacity 	Hyper-local charities; hardly-reached, farming, homeless, and migrant communities
Community groups with a high profile in supporting those in [need]	<ul style="list-style-type: none"> • Local lobbying, influence, and changing minds 	Lobby groups; vaccine hesitancy groups; National Flood Forum; Strategic Migration Partnerships
Businesses that have [needs] and can provide support		
Business networks	<ul style="list-style-type: none"> • Resources and local networks • Organised volunteers 	Business networks (e.g. BiTC, Business Continuity Institute); Chamber of Commerce; Business Improvement Districts
Retail sector	<ul style="list-style-type: none"> • Connections, infrastructure • Trusted partners 	Supermarkets; charity shops
Specialist advisors that have information of value to Local Resilience Capability		
Expert advisors	<ul style="list-style-type: none"> • Knowledge and networks • Trusted advisors 	Directors of Public Health; consultants in flood defence, crowd dynamics



National groups supporting societal resilience	<ul style="list-style-type: none"> • Knowledge and networks • Learning opportunities and good practices 	Communities Prepared National Group (CPNG); National Consortium for Societal Resilience [UK+] (NCSR+)
Influencers	<ul style="list-style-type: none"> • Strong local voice to amplify messages to their followers 	Local personalities

The Societal Resilience Working Group has **commissioned a light-touch review of societal resilience activity** using the National Resilience Standard #5 on Community Resilience (Cabinet Office, 2020) which will:

- Baseline the current performance of Local Resilience Capability by reviewing information on:
 - The community risk register to identify known risks and vulnerabilities, and existing preparedness, response, resilience (and resource gaps)
 - The contributions of partners to societal resilience, their effectiveness, and available resources (including local government, voluntary sector, etc)
 - Current/planned activities to determine executive and community alignment on societal resilience
 - Planning assumptions made on preparedness and response behaviours e.g. Flood Warning Service sign up
 - Learning from recent experiences of local response and recovery; exercises and training
 - The evaluation provided in the NCSR+ baseline survey
 - Performance against standards and frameworks
- Identify what the future Local Resilience Capability may include by considering:
 - What risks we want people to be resilient to
 - Appetite for resilience in leaders, elected members and other strategic partnerships
 - Mandates for resilience in partners' different statutory roles and legislations
 - Boundary spanning roles and the capabilities required for those roles
 - Philosophy of what capabilities to build into a Local Resilience Capability
 - Shared objectives and desired outcomes
 - Training and skills gaps

Initial thoughts from the SRWG are that we want to support the provision the following: of training package, videos, leaflets, website, in-person mentoring, live exercise, and tabletop exercises, guidance, resources, communications, equipment for societal resilience. These provisions can cover topics such as: how to prepare your home for disruption; setting up your community resilience group; how your business can access different types of support during a disruption; voluntary sector working with resilience partnership; elected members' roles in a disruption; coordinating donations; spontaneous volunteering; cleaning up your community

Case study

Step 3:

Agree the business case for Local Resilience Capability

Aims and objectives

By delivering our aims and objectives, our resilience partnership will improve performance on societal resilience to:

1. Prioritise support to those in society who are most in [need] in disruptions and those who maintain local business services and their infrastructure

To achieve this, Local Resilience Capability will enable our resilience partnership to:

2. Support society to self-determine their future resilience to disruption (self-help)
3. Activate those in society who can help themselves or help others
4. Reduce demand to prioritise resources onto those most in [need]
5. Reduce risk and vulnerability to disruption

**Local Resilience
Capability will enable**

This will help our resilience partnership to ...

our resilience partnership to ...	
<p>Prioritise support to those in society who are most in [need] during disruptions</p>	<ol style="list-style-type: none"> 1. Identify the changing [needs] of different people/places using local intelligence (e.g. residents, businesses, and those most in [need]) 2. Challenge planning assumptions about who in society is in most [need] (e.g. likely behaviours) 3. Ensure continuity of essential business services for those most in [need] (e.g. healthcare, food supply) and of local essential infrastructure (e.g. utilities, transport, communication, flood defences) 4. Best deploy usual and surge capacity of volunteers, resources, specialists to those who are most in [need]
<p>Support society to self-determine their future resilience to disruption (self-help)</p>	<ol style="list-style-type: none"> 1. Increase local influence on mitigation, preparedness, response, recovery (e.g. place-based leaders, stakeholders, influencers) 2. Provide information to society so they can self-help in the right ways for chronic stresses and acute shocks 3. Enable representatives of society to co-produce local resilience by participating in planning, strategy, training, exercising and learning, including business continuity
<p>Activate those in society who can help themselves or help others</p>	<ol style="list-style-type: none"> 1. Increase self-reliance and self-help of priority groups 2. Increase the coverage of those that help each other (with or without resilience partnership support) 3. Focus strategic collaborations onto shared activity 4. Improve continuity plans in priority groups 5. Support and resource the provision of local mutual aid for priority groups and business continuity 6. Make volunteer onsite response quicker and safer (medical help, rescue, shelter)
<p>Reduce demand to prioritise resources onto those most in [need]</p>	<ol style="list-style-type: none"> 1. Increase preparedness and self-determination based on [need] (e.g. determine how to measure/quantify local resilience) 2. Integrate better information about [needs] from priority groups into emergency plans 3. Manage expectations of society on resilience partnership's ability to meet all their demands without their support 4. Demonstrate value for money of reducing demand (e.g. the quantitative and qualitative assessment of the impact of investment in prevention and preparedness, including how has lessened the financial impact of disruption)
<p>Reduce risk and vulnerability</p>	<ol style="list-style-type: none"> 1. Better understand local risk and pinpoint vulnerability from different perspectives 2. Prioritise activities to reduce risk and vulnerability 3. Risk assessment for safer tasking (including accountability and liability)
<p>Identified high priority groups</p>	

We have identified the location, characteristics, and partners that can connect with ten priority groups – three of which are high-priority for immediate effort based on the community risk register:

- a co-located community at risk of localised flooding (named “Flood V”)
- a co-located concentration of vulnerable residents and care homes near industrial site (named “Caravan site 1”)
- a dispersed collection of hardly-reached people who shared a characteristic (named “Community K”)

The [needs] of these priority groups inform initial design of the Local Resilience Capability.

Timing and commitment

Creating a Local Resilience Capability takes time and ongoing commitment. The Societal Resilience Working Group has a clear scope of funded work to prove Local Resilience Capability in the initial year. There is also a plan to expand Local Resilience Capability in subsequent years to different parts of society and follow on funding bids will support that endeavour. Sustaining the continuing development of the Local Resilience Capability is critical longer term as circumstances evolve and the [needs] of different people/places change.

Case study

Step 4:

Co-produce activities to deliver Local Resilience Capability

Following our shared ambition, our resilience partnership's **vision** for societal resilience is:
To create a Local Resilience Capability that will enhance our approach to societal resilience, so that our individuals, groups, organisations, and networks can all play a meaningful part in building the resilience of our society.

To deliver this vision, our three **aims** focus on enabling society to support those priority groups that are in [need]:

- To help priority groups self-determine their own resilience – because self-determination encourages self-help and is at the core of co-production
- To enhance local preparedness for disruption of priority groups – because better preparedness will lower demand, reduce diversity of [need], and pre-position support available for priority groups
- To reduce local risk and vulnerability of priority groups – because reducing risk and vulnerability will allow Local Resilience Capability to focus on priority groups that are most in [need]

To deliver these aims, our **objectives** map onto the six numbered objectives stated above:

	To help priority groups to self-determine their own resilience	To enhance preparedness for disruption of priority groups	To reduce the risk and vulnerability of priority groups
1. Determine current performance	Identify priority groups by mapping the people, places, services, infrastructure that have least knowledge and strength to self-determine their own resilience to disruption	Identify priority groups by mapping the people, places, services, infrastructure that are least prepared for disruption	Identify priority groups by mapping the people, places, services, infrastructure that are most at-risk or vulnerable to disruption
2. Determine gaps and where more work is required to enhance performance	Accumulate feedback to determine location/type of gaps in self-determination of priority groups	Accumulate feedback to determine location/type of gaps on preparedness of priority groups	Accumulate feedback to determine location/type of gaps on understanding of risks and vulnerability of priority groups
3. Form meaningful collaborations to enhance performance	Involve existing/new collaborators that enhance knowledge and strength of priority groups to self-determine	Involve existing/new collaborators that enhance preparedness of priority groups	Involve existing/new collaborators that work to reduce risk and vulnerability of priority groups (e.g. partners involved in place-shaping, health, economy, parishes)
4. Design intervention to enhance performance	Design complementary activities to enhance knowledge and strength of priority groups to self-determine (e.g. information, training)	Design complementary activities to enhance the preparedness of priority groups (e.g. wider roll-outs, exercising)	Design complementary activities to reduce risk or vulnerability of priority groups
5. Implement intervention to enhance performance	Project manage interventions and monitor change in self-determination of priority groups, gaining feedback to inform value for money arguments for future expansion	Project manage interventions and monitor change in the preparedness of priority groups, gaining feedback to inform value for money arguments for future expansion	Project manage interventions and monitor change in risk or vulnerability of priority groups, gaining feedback to inform value for money arguments for future expansion
6. Determine how local intelligence is acquired and used to enhance performance	Improve how local intelligence is acquired and used to identify changing patterns of self-determination of priority groups	Improve how local intelligence is acquired and used to identify preparedness of priority groups	Improve how local intelligence is acquired and used to identify changes in risk and vulnerability of priority groups

Our **principles** when delivering our aims and objectives are:

Principle	Rationale
Co-design a realistic scope of work	
Can be delivered within resources	Because we wish to focus on priority groups, start one-at-a-time, and not try to focus on everybody, everywhere
Involves emergency and non-emergency partners	Because societal resilience is not only an emergency planning activity
Builds a capability that is connected to, and owned by, local society	Because co-design and local connection is central to sustainability of strategic, long-term activity
Listen to the [needs] of, and support available to, different people, places, services, infrastructure	Because the aim is to meet the [needs] of priority groups and maximise coverage
Prioritise parts of society that are most in [need] or can provide support	
Prioritise groups that are most in [need] (e.g. geographic, types of [need], sectoral)	Because, while whole-of-society resilience may be the ambition, whole-of-society does not focus effort consistently
Societal resilience requires partner involvement in priority groups	Because only working at arms-length will not bring about the change required
Start with the [needs] of priority groups	Because priority groups are those who are not able to self-determine their resilience, are unprepared, unaware, vulnerable, at-risk
Understand [need]	Because this is (bottom-up) what Local Resilience Capability will address
Free resilience partnerships to focus on those most in [need]	Because this is where most suffering may occur
Start simple by working on high-priority objectives and priority groups	
Identify one priority group where it may be easier to start	Because we wish to build some momentum, learn from that, and create spill over – and not all priority groups start from the same point with equal capacities
Roll-out learning to another priority group and continue to build iteratively	Because it is not a single creation from the outset
Focus on coverage, not size	Because Local Resilience Capability should be scaled to [need] – so not as big as it can be

Our **opportunities and risks** of providing Local Resilience Capability are:

Group	Examples of opportunities	Examples of risks
Identify type/scale/location of [need] of priority groups:		
Individuals and community groups	Access hardly-reached communities of place and of type	Unaware and uninterested
Businesses and organisations	Access new [needs] from: VCSE; SMEs; essential business services	Don't see value in building resilience to emergencies
Coordinate those who make support available to those in [need]:		
Volunteers	Organised voluntary sector, spontaneous offers of help, individuals, businesses	Insufficient activity to keep them interested causing reputational damage



Donations managers	Financial and physical contributions from individuals and businesses	Coordination does not have the desired impact
Individuals and community groups	Integrate into resilience partnership: pop-up resilience groups; emerging/existing resilience groups; non-emergency community groups	Legitimised by Local Resilience Capability but unwilling to support coordinated effort by integrating into the resilience partnership
Local leaders and politicians	Neighbourhood, parish, local, regional	
Communications specialists	Warning/informing, outreach	

Case study

Step 5:

Develop instrumental collaborations for Local Resilience Capability

The Societal Resilience Working Group has:

- Developed instrumental collaborations, one-at-a-time based on prioritised objectives and priority groups
- Established instrumental collaborations to deliver every high-priority objective among our co-produced activities for 95% of high priority groups as determined from the community risk register
- Established collaborations that simultaneously support several objectives/priority groups, while others only support one objective/priority group
- This means that we have different collaborations to enhance societal resilience in different phases of disaster management:
 - before a disruption (e.g. preparedness training)

- during a disruption (e.g. capturing intelligence from the ground)
- after a disruption (e.g. supporting the community recovery effort)
- Begun work to monitor whether collaborations are instrumental

We will nurture collaborations that are not yet instrumental, but we will quickly stop collaborations that are not delivering their expected value.

As an update on delivering the actions to develop instrumental collaborations, our Societal Resilience Working Group has:

Action	Activity to deliver the action
Identify potential collaborators to enhance the resilience of each priority group	For each priority group, we have identified organisations that: <ul style="list-style-type: none"> ● Understand the priority group, can represent their perspective, have access to them, and are trusted by them ● Already work with the priority group to enhance their resilience ● Have statutory obligations or are subject to legislation to work with the priority group ● Want to collaborate with Local Resilience Capability to deliver their own activities with that priority group
Explore which partners are best placed to form an instrumental collaboration	For each organisation, we have determined those that: <ul style="list-style-type: none"> ● Share our priorities for societal resilience ● Have resources with which to collaborate ● Own community assets for societal resilience ● Have a track record of successful working to enhance societal resilience ● Have a track record of successful collaboration
Agree the terms of collaboration based on working towards shared objectives for the priority group	For each collaboration, we have agreed terms based on: <ul style="list-style-type: none"> ● Overlap in the objectives we all want to achieve ● Agreed expectations of all partners (e.g. timescales, success measures, investment) ● Clear expectations of performance gains from collaborating
Monitor the delivery of objectives to determine if collaborations are instrumental for their priority groups	For each collaboration, we monitor delivery based on: <ul style="list-style-type: none"> ● Project plans to deliver each objective ● Clear criteria to manage expectations and assess value ● Performance monitoring data on impact on priority group
Prioritise collaboration gaps in delivering objectives and supporting priority groups	We prioritise gaps in instrumental collaborations based on: <ul style="list-style-type: none"> ● Cost/benefit in delivering objectives ● Cost/benefit in supporting priority groups

Case study

Step 6:

Manage Local Resilience Capability

Our management system for Local Resilience Capability has been scaled to available resources. It involves the five straightforward systems of:

- Strategy and leadership
- Intelligence gathering and analysis
- Management processes
- Coordination of society through two-way communication
- Deliver support to those in [need]

More details of these systems include:

Strategy and leadership

Through Steps 2, 3, and 4, the Societal Resilience Working Group has:

- Strategic oversight from the resilience partnership
- A strategic champion and a tactical lead
- An approved and resourced activity plan for societal resilience

Intelligence gathering and analysis

Through Step 5, the Societal Resilience Working Group has:

- Partners and access to provide information to:
 - understand unmet, emerging, and new [needs]
 - understand levels of resilience generally and in priority groups (e.g. sign-ups, surveys, behaviour research)
 - evaluate the state of Local Resilience Capability for surge and resilience activities
- A route to respond to information requests from our resilience partnership and provide information from Local Resilience Capability

Management processes

The Societal Resilience Working Group has:

- Reporting structures and governance arrangements (e.g. accountability, liability of volunteers)
- Updated the resilience partnership's emergency management plans to activate and integrate Local Resilience Capability surge into tactical work during emergencies, for example:
 - communications [warning/informing, outreach]
 - volunteers [organised, spontaneous, individuals, businesses]
 - organisational support [VCSE, businesses]
 - involving community groups [new, existing]
 - managing donations [financial/physical from individuals/businesses]
 - behaviours for resilience [training, exercising]
- A system to monitor and enhance Local Resilience Capability delivery (e.g. planning operations, resource management, learning from feedback from incidents/exercises/training/reviews)

Coordination of society through two-way communication

Through Step 5, the Societal Resilience Working Group has systems to:

- Understand and monitor the:
 - Scale and type of support available from Local Resilience Capability (i.e. supply)
 - Scale and type of [need] to be supported by Local Resilience Capability (i.e. demand)
 - Expectations, experiences, and behaviours of those in [need] and those who provide support
- Coordinate tasking to manage demand and supply
- Coordinate with the resilience partnership to make Local Resilience Capability more effective
- Support two-way communication with society (e.g. on desired behaviours, facilitating society-led action, activation, intelligence gathering, learning)

Deliver support to those in [need]

Through Step 7, the Societal Resilience Working Group has systems to deliver support to those in [need].

Case study

Step 7:

Deliver value to society through Local Resilience Capability

The Societal Resilience Working Group has:

Refined understanding of the priority groups and their type/scale of [needs]

The Societal Resilience Working Group has:

- Identified priority groups based on risk, vulnerability, preparedness, awareness, agency to self-determine their future resilience
- Researched their type and scale of [needs]:

Priority group	Rationale for being a priority group	Type of [needs] for Local Resilience Capability	Scale of [needs] for Local Resilience Capability
Flood V	Flood risk	<ul style="list-style-type: none"> • Prepare properties • Clean-up 	2,000 households
Caravan site 1	Concentration of vulnerable residents and care homes near industrial site	<ul style="list-style-type: none"> • Prepare grab bags • Warning and informing • Evacuation support • Welfare 	500 medically vulnerable people

Community K	Concentration of hardly-reached people	<ul style="list-style-type: none"> • Awareness raising • Information provision 	450 socially vulnerable people
...			

Developed modules for Local Resilience Capability

We have locally-determined and sourced the following modular responses based on expected demand and supply:

Module topic	Module materials prepared
Setting up a community hub for disruptions	Leader's guide, training package, materials
Voluntary and business sector working with resilience partnership	Live exercise, guidance
Spontaneous volunteering	Process, resources, website, communications
...	
How to prepare your home for disruption	Training package, website, videos, leaflets
Setting up your community resilience group	Training package, website, videos, leaflets, in-person mentoring
How your organisation can access different types of support during a disruption	Training package, website, videos, leaflets
Elected members' roles in a disruption	Table-top exercise, video, website
Coordinating donations	Process, resources, training, communications
Cleaning up your community	Process, equipment, guidance
...	

Plan to activate Local Resilience Capability before a disruption

The Societal Resilience Working Group has worked to:

- Reduce demand for support during disruptions in priority groups (e.g. engage, raise awareness)
- Create capacity to supply support (i.e. recruit and train communities/volunteers)

Plan to activate Local Resilience Capability during a disruption

The Societal Resilience Working Group has:

- Developed, tested, and exercised an activation protocol for each modular response to test operational plans
- Used the intelligence system (in Step 5) to understand when/what modular response should be activated by the resilience partnership

Case study

Step 8:

Assess system feedback to continually improve the Local Resilience Capability

Use system feedback to improve Local Resilience Capability:

Our Societal Resilience Working Group has:

- Assessed its internal progress on:
 - The readiness/capacity of our resilience partnership to activate the Local Resilience Capability
 - Achieving aims/objectives
 - Success indicators from the business case including value for money
 - Effectiveness of instrumental collaborations
- Assessed external impact:
 - How effective the modular responses are to addressing [needs]
- Adjusted internal procedures and modules using learning from activations, exercises, peer review, etc
- Refined expectations of Local Resilience Capability (e.g. speed/weight of response, readiness, asks)

Assessing the external impact on priority groups is behind schedule as our methodology is under development.

Our initial method to self-assess the performance of Local Resilience Capability evaluates delivery of Steps 1-8. To illustrate our method we include one example of our approach (where assessments in the red zone indicate lower than desirable performance):

