Terms of reference for the Societal Resilience Working Group

This document introduces South Yorkshire's early thinking on a Terms of Reference for the Societal Resilience Working Group. We will discuss this document in Meeting 2, facilitated by the NCSR+ research team at The University of Manchester.

1. Context for societal resilience

Resilience as a societal endeavour is taking hold as a national ambition. The National Resilience Strategy and the Integrated Review of Security and Defence commit to whole-of-society resilience. For our LRF this means we should do even more to help society to be resilient.

Most in society are already quite resilient and can prepare for a disruption and self-help if it happens. But, some parts of society are less resilient to disruption, suffer more from its impacts, and have diverse needs for support that they cannot resolve themselves. These are 'target groups' for additional support and include those individuals, community groups, businesses, and organisations in society that are most at-risk, vulnerable, not prepared, unaware, or unable to leverage their agency to self-determine their own resilience to disruption.

Target groups may require extra help from local services such as partners in our LRF. By working even more closely with target groups and wider society, we will enhance societal resilience in general that will encourage self-help and helping others, and we will better understand the changing needs in target groups so that we can better pinpoint our services.

Societal resilience is the capability created by local systems to help people and places to adapt and advance in a changing environment. Our LRF is a critical component of that system and will continue to respond to local needs from a disruption, target effort to those most in need, and maintain local essential services and their infrastructure. But some disruptions are so big that the volume of needs they create outstrip what our LRF partners can, alone, realistically support. Here, society (with an enthusiasm to help others) has a crucial role to play in bolstering the official response so that emergency responders can focus on those most in need.

As an LRF, we can help society to channel these efforts strategically to get ready before a disruption to react to what may happen during and after it. To accomplish this, we will develop a system that operationalises societal resilience as a capability that can be activated by our LRF when additional support is required.

Local Resilience Capability will deliver functions to society and our target groups, including:
- preparing for a disruption – by encouraging self-help and helping others and by integrating that capability into our LRF as the coordinating body
- responding to a disruption – by coordinating requests for help and offers of support and by monitoring changing local needs
- recovering from a disruption – by supporting society as it deals with the aftermath

2. Vision for societal resilience

Our vision for societal resilience is:

To create a Local Resilience Capability for our LRF that will enhance our approach to societal resilience, so that our individuals, community groups, businesses, organisations, and voluntary sector can all play a meaningful part in building the resilience of our society.

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3. Aims and objectives

In pursuing this vision, our aim is to improve our LRF's approach to societal resilience to:
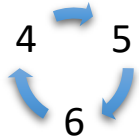
- Target support to those in society who are most in [need] in disruptions and those who maintain local business services and their infrastructure

Our objectives for this work are to:

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

4. Process for delivering the aims and objectives

To achieve our vision, aim, and objectives, our work will progress through 6 stages:

DESIGN			
Step 1	WHO	Establish the team for Local Resilience Capability and assess current performance	Steps 1 and 2 will be completed relatively quickly by statutory agencies and their partners that are already engaged in societal resilience activities
Step 2	WHY	Agree the business case for local Resilience Capability	
Step 3	WHAT	Co-produce the strategy for Local Resilience Capability	Step 3 is based on a co-production approach with wider partners such as the voluntary sector and businesses
IMPLEMENT			
Step 4	WHO	Develop instrumental collaborations for Local Resilience Capability	Steps 4, 5 & 6 are a continuous improvement cycle.
Step 5	HOW	Manage Local Resilience Capability	
Step 6	DO	Deliver value to society through Local Resilience Capability	4 5 6

5. Constitution

Members of the Societal Resilience Working Group will commission work to support the 6 stages when necessary. We will work with the resources available within their organisations and networks.

6. Legislation, duties, and good practices

The Societal Resilience Working Group will follow legislation, duties, and good practices from local, national, international (legislation, National Resilience Standards, National Resilience Strategy, Community Resilience Development Framework, Levelling up Strategy):

- National Consortium for Societal Resilience [UK+] (2022) *Manual to create a Local Resilience Capability*.
- HM Government (2021) *Global Britain in a Competitive Age: The Integrated Review of Security, Defence, Development and Foreign Policy*. HM Government. March.
- Cabinet Office (2019) *Community Resilience Development Framework*. HM Government. June.

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- Cabinet Office (2008) *Identifying people who are vulnerable in a crisis: Guidance for emergency planners and responders*. February.
- Cabinet Office (2019) *Planning the coordination of spontaneous volunteers*. June.
- Cabinet Office (2020) *National Resilience Standards for Local Resilience Forums - Standard #5: Community Resilience Development*. HM Government. Version 3.0. August.

7. Terms and definitions

The Societal Resilience Working Group uses the following terms:

- **society:** the individuals, community groups, businesses, and organisations (e.g. voluntary sector, public sector, networks) that ask for support or are willing to support others

- **hardly-reached group:** parts of society that local government find it difficult to engage with

  Examples: people not on public services lists; marginalised groups (e.g. residents of informal settlements); un-registered people (e.g. illegal immigrants); under-represented interests (e.g. persons with disabilities, refugees); minority groups (e.g. homelessness)

- **target group:** parts of society that Local Resilience Capability aim to engage more with to support their [needs]

  Prioritised using the community risk register, may include: individuals (e.g. hardly-reached citizens, workers in precarious employment, visitors); community groups (e.g. hyper-local groups, communities of place and of type including at-risk locations); businesses (e.g. small/medium/large businesses that provide essential services and their infrastructure in at-risk locations); organisations (e.g. voluntary/community services to at-risk groups)

- **[need]:** demand for support before, during, or after a disruption

  Examples are the requests from those who/that are: at-risk; vulnerable; not prepared; unaware; unable to self-determine their future resilience

  Note: We focus on [need] because individuals, community groups, businesses, and organisations may be more interested in their own needs and what can be done to address the needs i.e. needs may be a more positive, personal, engaging, and popular topic that is easier to understand.

8. Governance

The Strategic Champion for this work is Martin Hughes (Head of Neighbourhoods, Rotherham Metropolitan Borough Council). The Societal Resilience Working Group was commissioned by, and reports to, the South Yorkshire Local Resilience Forum. The work of the Societal Resilience Working Group will be evaluated every 4 months to track how it is building processes and initiatives to enhance societal resilience using the performance monitoring model from the National Consortium for Societal Resilience [UK+].

9. Structure

We have liaison with the following organisations that share our vision, aims, and objectives:

- Barnsley Council
- British Red Cross
- Doncaster Council

- Sheffield Council
- South Yorkshire Fire and Rescue
- South Yorkshire Police

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- NHS England
- Rotherham Council
- Yorkshire 4x4 Response
- Yorkshire Ambulance Service

10. Timescales

Creating a Local Resilience Capability takes time and ongoing commitment. The Societal Resilience Working Group will deliver Steps 1-3 in Quarter 1 of 2023 – culminating in gaining the LRF's approval to implement the strategy (from Step 3).

Steps 4-6 will begin thereafter, with pilot projects being implemented during 2023 to focus on target groups with the most [need].

Evaluation and learning throughout 2023 will inform a decision on whether to expand Local Resilience Capability in subsequent years to different target groups. Follow on funding bids will support that endeavour.

11. Funding arrangements

A small budget from the Department for Housing, Communities, and Local Government is available for the implementation of this pilot project. That money has funded a Community Resilience Officer post for 12 months to lead this work.

12. Training requirements

None identified so far. We are receiving ongoing support from The University of Manchester and the National Consortium for Societal Resilience [UK+] so can access training on societal resilience from them if needed.

13. Recommend societal resilience initiatives

The Societal Resilience Working Group will identify strengths in provision, gaps, and prioritise gaps to be addressed through societal resilience initiatives, including recommendations on their delivery, collaborations, resourcing, and funding opportunities.

14. Risks

There are risks of not acting, and of acting, to enhance societal resilience:

Risks … of doing nothing	Impact	Mitigation
Target groups and their [needs] not understood nor prioritised	Compounding risks and vulnerabilities increases demand on LRF partners	Work with partners to identify target groups and their [needs]
LRF capacity is not sufficient to deal with demand during disruptions	Demand rises, needs go unmet, society suffers, reputational damage to LRF partners	Encourage and coordinate society's response through LRF to maximise effectiveness and
Society does not respond to a disruption	Society's local knowledge not available to LRF partners	Establish liaison with community groups to support LRF partners
Society responds to a disruption without alignment to the LRF	Society competing and conflicting with LRF partner activity	Work with society so their effort aligns to LRF activity

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Risks … of acting		
Action has less impact than anticipated	Wasted resource	Work with NCSR+'s 6 step approach to design and implement initiatives
Partners do not commit to action	Disjointed effort and duplication	Focus on instrumental collaborations to maximise effectiveness
Partners promise action but do not deliver	Neglect	Replace partners with new instrumental collaborators
LRF partners' strategic support and championing wanes	Resources reallocated to new priorities	Align to existing statutory obligations and strategic priorities
Society loses interest due to the lack of activation	Loss of intelligence and capacity from society	Involve society in exercising and ongoing preparing to maintain commitment

15. Ongoing strategies

Strategic activities that are currently ongoing pertinent to the work of the Societal Resilience Working Group include (e.g. state their aims, achievements, disruptions rectified, demands normalised):

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