



Business Case to create a Local Resilience Capability

This document introduces South Yorkshire's early thinking on a Business Case for the societal resilience work. We will discuss this document in Meeting 2, facilitated by the NCSR+ research team at The University of Manchester.

i) Introduction

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

ii) 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.

Under development, hence ...

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iii) Aims and objectives

In pursuing this vision, our aim is to improve our LRF's approach to societal resilience to:

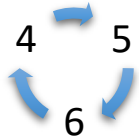
- Target support to those in society who are most in [need] in disruptions and those who maintain local business services and their infrastructure

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

iv) 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	

v) Benefits

Accomplishing these aims and objectives will bring benefits to the LRF and target groups, including:

Aim ...	Benefits from achieving this aim include being able to ...
Target support to those in society who are most in [need] during disruptions	<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]
Objectives...	Outcomes from achieving these objectives include ...

Support society to self-determine their future resilience to disruption (self-help)	<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
Activate those in society who can help themselves or help others	<ol style="list-style-type: none"> 1. Increase self-reliance and self-help of target groups 2. Increase the coverage of those that help each other (with or without LRF/EPG/RRP support) 3. Focus strategic collaborations onto shared activity 4. Improve continuity plans in target groups 5. Support and resource the provision of local mutual aid for target groups 6. Make volunteer onsite response quicker and safer (medical help, rescue, shelter)
Reduce demand to target resources onto those most in [need]	<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 target groups into emergency plans 3. Manage expectations of society on LRF/EPG/RRP's ability to meet all their demands without their support
Reduce risk and vulnerability	<ol style="list-style-type: none"> 1. Better understand local risk and pinpoint vulnerability from different perspectives 2. Target activities to reduce risk and vulnerability 3. Risk assessment for safer tasking (including accountability and liability)

vi) Target groups

The Societal Resilience Working Group has used the LRF's community risk register to identify target groups based on a combination of:

- risk
- vulnerability
- awareness of disruptions and how to prepare
- preparedness
- agency to self-determine their future resilience

We have initially identified five target groups, described in the table below. Two target groups have been prioritised for our initial work.

Target group	Risk	Expected [needs]	Scale of [needs]	Initial priority
Flood V area	Flood risk	<ul style="list-style-type: none"> • Prepare properties • Clean-up 	2,000 households	High
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	High

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

Further work is required to understand more about these target groups – for example, their characteristics, type, and scale of [needs], and hidden resilience. We also intend to investigate which organisations are trusted by these target groups and explore opportunities for collaboration to enhance resilience to disruption in these groups.

Other target groups exist for our LRF but are of initial lower priority for this initial work.

vii) 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
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

viii) Timing and long-term commitment

Creating a Local Resilience Capability takes time and ongoing commitment. The Societal Resilience Working Group will deliver Steps 1-3 (see section iv) 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.

ix) Investment required

To conduct this initial work requires the following investment:

Target group	Proposed actions	Required budget	Timing (year)
Flood V area	Action A		1
	Action B		1
	Action C		1
	Total		

Target group	Proposed actions	Required budget	Timing (year)
Caravan site 1	Action A		1
	Action B		2
	Action C		2
	Total		