

South Yorkshire Societal Resilience Project Business Case and Strategy

1. Introduction and context

- 1.1. The [UK Government Resilience Framework](#) published in December 2022 is based on three core principles, the third of which is that *“resilience is a whole of society endeavour, so we must be more transparent and empower everyone to make a contribution”*.
- 1.2. Consequently, South Yorkshire’s Local Resilience Forum (LRF) has agreed that one of our highest priorities over the next 3 years is helping our communities to become more resilient to local disruptions and emergencies such as flooding or power outages. This may also potentially support resilience to broader impacts such as climate change.

2. The challenge

- 2.1. We know that many in society are already quite resilient and can prepare for local disruptions and emergencies, and can help themselves if one occurs.
- 2.2. However some parts of our society are less resilient, are likely to suffer more from the impacts, and may have diverse needs that they cannot resolve themselves. These are the groups who may require extra help from partners within our Local Resilience Forum during local disruptions and emergencies.
- 2.3. Some disruptions and emergencies (such as a national power outage) are so large that the volume of need can outstrip what LRF partners can realistically support.
- 2.4. Here, wider society could potentially play a role in bolstering the statutory sector response so that emergency responders can focus on those most in need. We saw this societal response demonstrated most admirably during the 2019 floods in the village of Fishlake in South Yorkshire.

3. Vision, aims & objectives

- 3.1. Our vision for societal resilience is:
To build on existing local resilience capabilities in South Yorkshire to help enhance the statutory sector response to disruptions / emergencies, and to support individuals, community groups, businesses, organisations, and the voluntary sector to play a meaningful part in building the resilience of our society.

- 3.2. In pursuing this vision, our aim is:

To improve our approach to societal resilience so that we can target support to those in society who are most in need during disruptions or emergencies.

- 3.3. Our project objectives are to:

SUPPORT	ACTIVATE	REDUCE
Support South Yorkshire residents to improve their own resilience.	Activate those in society who can help themselves or help others.	Reduce risk and vulnerability of those most in need.

4. Our approach to the project

- 4.1. To achieve our vision, aim, and objectives, our work will progress through 7 stages, in which we will be supported by colleagues from the University of Manchester who lead the [National Consortium for Societal Resilience](#) (NCSR).

Pre-design the Local Resilience Capability	
1. ALIGN	Align the people and the politics behind local resilience capability.
Design the Local Resilience Capability	
2. WHO	Build the team, identify existing partnerships, take stock of existing local resilience capability.
3. WHY	Agree the business case to enhance local resilience capability.
4. WHAT	Co-produce the strategy to enhance local resilience capability.
Implement the Local Resilience Capability	
5. WHO	Develop instrumental collaborations to enhance local resilience capability.
6. WHY	Manage local resilience capability.
7. WHAT	Deliver value to society through local resilience capability.

- 4.2. Creating a Local Resilience Capability takes time and ongoing commitment. We have already delivered Step 1 in the build up to project initiation. Our project aims to deliver Steps 2-4 by the end of Quarter 1 of 2023 – culminating in gaining partnership support to implement the strategy.
- 4.3. Steps 5-7 will begin thereafter, with project initiatives being implemented during mid to late 2023. The concept of “societal resilience” is vast, and so our project initiatives will start small and seek to test our approach, before further rollout. South Yorkshire comprises four very different local authority districts, and many different communities of interest and communities of place. We recognise that a “one size fits all” approach may not work well in South

Yorkshire, so we will therefore aim to tailor our project initiatives to hyper local communities.

- 4.4. We endorse the principle of the 80:20 rule – supporting the more resilient 80% of our communities to consolidate their resilience, so that the responders can focus support on the less resilient 20%. However the cost of living crisis has led to a clear shift in the definition of vulnerability, and our population’s ability to be resilient to disruptions and emergencies may decrease over time.
- 4.5. We are aiming for longevity of initiatives, not “quick fixes”.
- 4.6. Evaluation and learning throughout 2023 and 2024 will inform a decision on whether to expand the local resilience capability work in subsequent years.

5. Strategy Initiatives

- 5.1. **Resilience Hubs:** We will engage local communities in exploring the concept of Resilience Hubs, both to empower their own community resilience planning, and for use as a local Community Hub for information and assistance during an emergency. Co-production with local communities will identify locations; in the initial stages these are likely to be based around Parish Councils, or existing community building locations.
- 5.2. **Activation of voluntary sector support:** We have a vibrant and responsive Voluntary Community & Faith Sector in South Yorkshire. We will explore with the sector what we can do as an LRF to further activate and embrace the skills and capacity of the Voluntary Community & Faith Sector during an emergency.

6. Project benefits and risks

- 6.1. Our hope is that in accomplishing the aims and objectives set out above, we will see benefits for our communities, and for the LRF’s response to disruptions/emergencies.

Aim	If we achieve this aim, we will be able to:
Target support to those in society who are most in need during disruptions / emergencies.	<ul style="list-style-type: none"> Identify the changing needs of different people/places using local intelligence. Confirm or challenge planning assumptions about who in society is in most need. Activate, embrace, and where necessary coordinate the capacities of both the statutory sector and voluntary resources to support those who are most in need. Support continuity of essential services and infrastructure during a disruption or emergency for those most in need.

Objectives	Benefits from achieving the objectives include:
Support South Yorkshire residents to improve their own resilience.	<ul style="list-style-type: none"> • Provision of preparedness information to target groups so they can increase self-reliance, self-help, and build their own continuity plans. • Increased local influence on local risk mitigation, preparedness, response, and recovery plans. • Reduced demand from the majority of society to allow targeting of resources to those most in need. • Expectations of society managed – statutory sector will not be able to meet all societal needs without societal support.
Activate those in society who can help themselves or help others.	<ul style="list-style-type: none"> • Increased numbers of those that can help others – with or without LRF / Local Authority support. • Activation protocols and targeted coordination of available community support to support rapid and safe volunteer responses. • Enhanced mutual aid between local communities.
Reduce risk and vulnerability of those most in need.	<ul style="list-style-type: none"> • Better understanding of local risk and vulnerability included within emergency response plans. • Piloting of multiagency activities within target groups to reduce risk and vulnerability.

6.2. The risks of not undertaking this project are:

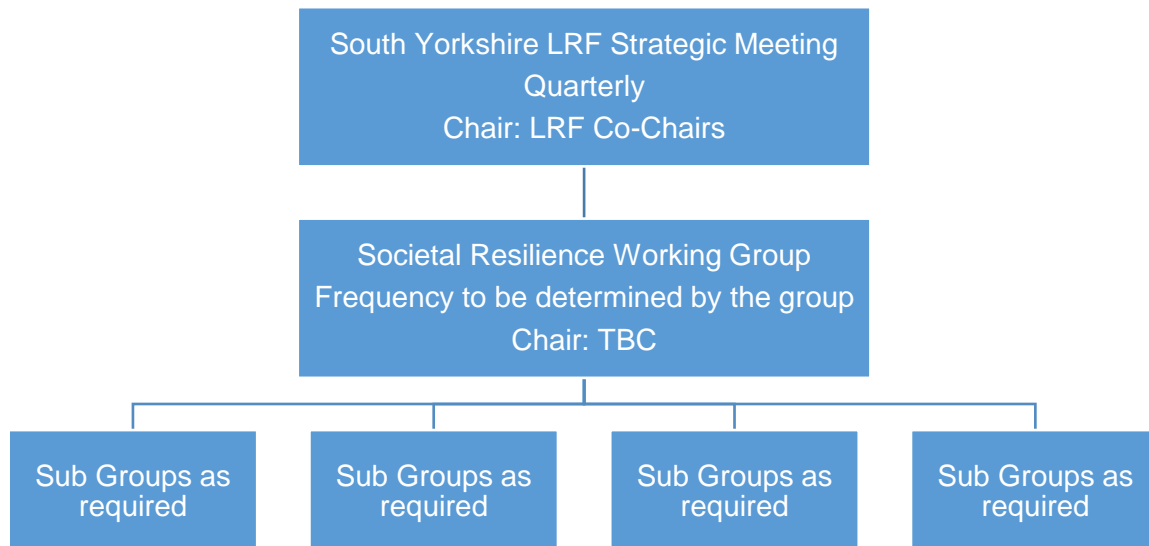
- Community resilience needs are not understood or prioritised.
- LRF partner capacity is insufficient to respond to demand during disruptions / emergencies.
- Society does not respond to a disruption / emergency.
- Society responds to a disruption / emergency, but without alignment to the LRF or statutory bodies, thus potentially reducing effectiveness and increasing risk.

6.3. The risks of undertaking this project are:

- Our project could have less impact than anticipated, leading to wasted resource. We will therefore work within National Consortium for Societal Resilience's 6 step approach to design and implement project initiatives.
- Partners may not commit to action, leading to disjointed effort and duplication. We will therefore focus on jointly-agreed project initiatives to maximise effectiveness.
- Partners who initially commit may not be able to deliver the project due to competing priorities such as concurrent incidents. If a partner needs to step back from the project for a time, we will focus on the other agreed project initiatives during their absence, or bring in new partners to deliver on the agreed project initiatives.
- Strategic support and championing for the project could wane. To reduce this risk, we will align project initiatives to existing statutory obligations and strategic priorities wherever possible.
- Society could lose interest if they are not activated to disruptions / emergencies. We can continue to involve society in ongoing planning and exercising to maintain commitment.

7. Governance

- 7.1. The project will be overseen by the LRF Strategic Meeting, an existing strategic partnership meeting which is held quarterly.
- 7.2. A Societal Resilience Working Group will operationally drive the project, chaired by a nominee from within the group, and meeting on a frequency determined by the group.



- 7.3. Partners to this project include but are not limited to:
- The local voluntary and community voice through the Co-Chairs of the LRF Voluntary Community & Faith Group, and representation from the South Yorkshire Community Foundation and the local Community Voluntary Services (or equivalent) in each District, plus national groups such as VCSEP.
 - Local Authorities for Barnsley, Doncaster, Rotherham and Sheffield, plus the South Yorkshire Mayoral Combined Authority.
 - Parish Council liaison.
 - Blue lights – Fire, Police & Ambulance.
 - NHS – NHS England and the NHS South Yorkshire Integrated Care Board.
 - Environment Agency.
 - Businesses through the Chambers of Commerce (x3).
 - Utility infrastructure owner/operators – Northern Powergrid and Yorkshire Water.
 - University of Manchester (academic partner).
 - South Yorkshire Local Resilience Forum (LRF).

8. Funding

- 8.1. To conduct this initial work, South Yorkshire LRF has allocated funding for a Community Resilience post for 2 years, which will be hosted by the Rotherham & Sheffield Councils Emergency Planning Shared Service. An additional fund for incidental expenses such as meeting room hire or equipment has been ring-fenced.

Approved by: South Yorkshire LRF Strategic Meeting
Date: 20 April 2023