



Leicester, Leicestershire  
& Rutland (LLR)

# Community Resilience Strategy

2024-2028

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# Foreword

## Rachna Vyas

Chief Operating Officer, NHS Leicester, Leicestershire & Rutland,  
 Hon Lecturer, Health Inequalities University of Leicester

### Local Resilience Forum Lead for People and Communities (PCOM)

I am delighted to introduce this first Community Resilience Strategy for Leicester, Leicestershire & Rutland.

We have a rich and proud history of coming together and supporting our communities across LLR in times of need. We evidenced this through the pandemic and have since continued to build on the relationships we formed between the public sector and those we serve.

We know that we will face many more risks in the months and years to come – whether these be due to climate events such as fire and flood, human factors such as disorder and civil unrest or newer risks such as cyber-attacks. I am incredibly proud of the mitigations we have collectively put into place to protect our people, our communities and our teams supporting the citizens of LLR – but I’m also acutely aware that there is always more to do and there are always lessons to be learned.

I want to thank our voluntary sector partners and our communities for all they have contributed to and supported so far. We look forward building upon the good foundations that are in place.

Being prepared for these events is incumbent on us all. Public sector organisations, our community groups, our voluntary sector groups and of course, our people, the citizens of LLR; we all have a part to play in creating, sustaining and becoming a more resilient system.

No one agency or person can do this alone so I welcome your interest in this strategy and hope that you will contribute to its delivery and its ultimate success, to empower all of us to be able to prepare, respond and recover from emergencies and disasters collectively, as one.

## Kristy Ball,

Team Leader Communities Leicestershire County Council, and

## Rachael Payne,

Emergency Response Officer – Leicester, Leicestershire & Rutland  
 British Red Cross

### Co-chairs of PCOM

Working collaboratively across public services, voluntary groups and with our communities is at the heart of this Strategy and it is where we believe the biggest difference and impact can be made. We are pleased that this Strategy sets out the approach that we have been advocating and want to continue, by pro-actively supporting the delivery of all actions and activities and embedding them across LLR.

# What is Community Resilience?

Community resilience can be defined as the ability of communities and individuals to harness resources and expertise to help prepare themselves for, respond to and recover from emergencies in a way that complements emergency responders.



## Context

### Nationally

**The UK Government Resilience Framework** published in December 2022 is based on three core principles:

- A **developed and shared understanding** of the civil contingencies risks we face is fundamental;
- Prevention rather than cure wherever possible: **a greater emphasis on preparation and prevention**; and
- Resilience is a **‘whole of society’** endeavour, so we must be more transparent and empower everyone to make a contribution.

It is these principles, that is the focus of this Community Resilience Strategy-setting out the approach across LLR, with the aim and objectives of helping our communities to become more aware of, prepared for and resilient to emergencies and disasters such as flooding or power outages.

The government has launched the Prepare web site <https://prepare.campaign.gov.uk> to help individuals and communities nationally. This Strategy will support the national aspirations and aims through codifying our approach across LLR.



## Locally

This Strategy will align with the wider work of, and be led by the Leicester, Leicestershire, and Rutland Local Resilience Forum (LRF) and Executive Board. There is ongoing work to develop and publish an LLR LRF Strategy which will be owned by the LRF Executive Board, this Community Resilience Strategy will support the relevant strategic objectives agreed by the LRF Executive Board.

Ongoing work will be overseen by the People and Communities (PCOM) Standing Group. Through developing and delivering actions within this timeframe the aim is to create a good foundation from which future actions can grow that will continue to create and support resilient communities.

The communities of LLR live and work in a blend of rural and urban areas that include people from all kinds of social, cultural, economic and religious backgrounds. This diversity affects the way emergencies impact at community, household and individual levels. The consequences of different emergencies have the potential to make people vulnerable in different ways. It is important to understand this diversity and recognise that vulnerability can be dependent on context and people are affected in different ways.

Approaches to building community resilience will need to be tailored, reflecting the characteristics of communities, their different risk environments, and local decisions about priorities. In practice, it is important community resilience initiatives reflect the diversity of the communities of Leicester, Leicestershire and Rutland and the risks which they face.

This focus on community resilience must be understood in the context of financial pressures and increasing demand on public services, including councils across LLR. Whilst all public services continue to maintain the best possible standards and services locally, the reality is that there is less money available and therefore what communities might expect to be the responsibility of, or something that can be delivered solely by 'the council' or other public service, may not now be the case.

This is why it continues to be critical that individuals and communities collaborate on activities and actions alongside public services to support and help their local areas be more prepared and resilient.



## Aims

Individuals, community networks, voluntary organisations and businesses, are empowered to prepare, respond and recover from emergencies and disasters.

Public Sector and infrastructure organisations that have a responsibilities under the Civil Contingencies Act [www.legislation.gov.uk/ukpga/2004/36/contents](https://www.legislation.gov.uk/ukpga/2004/36/contents) (Category 1 and 2 responders) understand, enable and integrate the voluntary capabilities of the public into emergency planning, response and recovery activity.

The Voluntary Sector Response Plan brings together responder voluntary organisations and encourages collaboration and improvement with those who are part of the LRF.

## Objectives

**Enabling resilient behaviours** – informing and listening to the public about risk, appropriate preparedness and response actions, motivations and blockers to action, through pro-active and targeted actions, including:

- Response communications and alerting.
- Education awareness materials, programmes and campaigns.

**Enabling community led social action** – supporting community networks to understand their capabilities, access resources, tools alongside responder partners in taking collective resilience action with benefits for people and places, through:

- Facilitating and advising community networks.
- Supporting community led emergency planning.
- Facilitating access to training and physical emergency resources.

**Partnering with voluntary capabilities** – working with individuals, community networks, businesses, spontaneous volunteers and voluntary organisations to co-produce, design and deliver support to the public, to include:

- Convening and consulting on plans.
- Agreeing roles and activation models dependent on need and appropriate to capabilities.
- Involving voluntary capabilities in exercising

### Benefits

- Individuals are proactive in enhancing their own personal and communities' resilience.
- Community networks take action to support their members to be resilient.
- Voluntary capabilities are integrated into emergency management.

## Governance

This Strategy and associated Delivery Plan will be overseen by the LRF through the People and Communities Meeting, with regular reports and oversight by the LRF Executive.

# Delivery Method

This Strategy advocates an approach to building community resilience which is based on the ideas of social action and community development. This means providing individuals and groups of people with the knowledge and skills they need to effect change in their own communities, through a process of engagement, education, empowerment, enablement and evaluation.

**The Delivery plan that sits alongside this Strategy will be delivered using the 5 'Es'<sup>1</sup>.**

## Empowerment

The LRF will work towards ensuring that individuals and communities feel empowered to take action. This may require some cultural change both on behalf of responders and communities. Communities should be aware of the risks that face them, the actions that they can take individually and collectively to prepare, respond and recover. Critically, through engagement, encouragement and education, the LRF aims to foster a culture in which individuals and communities feel they have an opportunity and responsibility to take action.

## Engagement

Dialogue and engagement between responder organisations and communities is at the heart of this approach. Members of the LRF often play the role of experts, disseminating information to communities. Engagement for us, means that the approach locally will be based on listening to individual and community concerns with a focus on helping to shape and influence decisions, actions and activities collectively.

## Education

Building more resilient communities as noted above, involves cultural change. While there are things that can be done in the short term, it is also a long-term project, in which learning plays a key role. Educating individuals and communities about resilience should be embedded into their everyday lives and is most effective when it connects with them and is linked to real life experiences – either emergencies which have been experienced or current news stories. The LRF will continue to develop and deliver pro-active and seasonal information and information, alongside targeted work with vulnerable groups and communities.

## Enabling

The involvement of the wider voluntary and community sector is crucial to ensuring the resilience of our communities, and voluntary sector organisations will be supported to collaborate effectively and consistently with emergency the LRF including voluntary sector responder organisations.

## Evaluating

Resilience initiatives should be evidence-based in design, and routinely evaluated to identify best practice and key learning points, and guide future work. Good practice in evaluation is promoted with all initiatives that are developed and delivered across LLR.

<sup>1</sup> Adapted from Building Resilient Communities, Scottish Guidance on Community Resilience, [https://ready.scot/sites/default/files/2020-09/publications-preparing-scotland-building-community-resilience\\_.pdf](https://ready.scot/sites/default/files/2020-09/publications-preparing-scotland-building-community-resilience_.pdf)

# Outcomes

Increased	Reduced
Understanding of needs and ability to target support to those in the most acute need.	Social, financial and health impact from emergencies.
Public confidence and motivation to act.	Demand on emergency management resources.
Collective capability to prepare for, respond to and recover from an emergency.	Cost of response and recovery.
Trust and legitimacy of official emergency management activity.	
Speed of recovery.	



## Contact Details

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