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## Introduction

This draft standard is based on national and international discussions. Your comments on this draft are invited and will assist in the preparation of the consequent standard.

For international standards, comments will be reviewed by the relevant UK national committee before sending the consensus UK vote and comments to the international committee, which will then decide appropriate action. If the international standard is approved, it is usual for the text to be published as a British Standard.

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## Template for comments and secretariat observations

|                  |                        |
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| 1  | 2                                          | (3)                          | 4               | 5                                                                                                                                  | (6)                                                                      | 7                                                  |
|----|--------------------------------------------|------------------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|----------------------------------------------------|
| MB | Clause No./ Subclause No./Annex (e.g. 3.1) | Paragraph/ Figure/Table/Note | Type of comment | Comment (justification for change) by the MB                                                                                       | Proposed change by the MB                                                | Secretariat observations on each comment submitted |
|    | 3.1                                        | Definition 1                 | ed              | Definition is ambiguous and needs clarifying.                                                                                      | Amend to read '...so that the mains connector to which no connection...' |                                                    |
|    | 6.4                                        | Paragraph 2                  | te              | The use of the UV photometer as an alternative cannot be supported as serious problems have been encountered in its use in the UK. | Delete reference to UV photometer.                                       |                                                    |



# DRAFT International Standard

## ISO/DIS 22354

### Security and resilience — Community resilience — Guidelines to develop a local resilience capability to enhance societal resilience to disruption

ICS: 03.100.01; 13.200

ISO/TC 292

Secretariat: **SIS**

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Voting terminates on:  
**2025-09-29**

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## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

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For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

This document was prepared by Technical Committee ISO/TC 292, *Security and resilience*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at [www.iso.org/members.html](http://www.iso.org/members.html).

## Introduction

Resilience to disruption as a whole-of-society endeavour is becoming an ambition in many countries. Disruptions (irrespective of whether they arise from major emergencies, disasters, crises, or other events) disturb normal conditions, undermine social relations, expose fragilities, challenge systems, and have cascading impacts that cause suffering. But helping society to tackle those impacts will alleviate suffering, quicken recovery, and unite communities.

The local and national contexts of societal resilience differ on the role of emergency responders, their priorities, and the funding available. Also different, is the role of local and national government and the nature of communities, culture, and how society organises itself. Differences in the engagement of society with new technologies and emerging trends and priorities determine the pace of change. Such differences influence the capacity and capability of emergency management structures to work with society, and the interest of society to be resilient to disruption.

Recent disruptions show that many entities such as individuals, groups, organizations, and networks in society are already quite resilient and can prepare for a disruption and self-help if it happens. But, some entities are less resilient to a disruption, suffer more from its impacts, and need additional support. These are 'priority groups' that are most at-risk, vulnerable, not prepared, unaware, or unable to leverage their agency to self-determine their own resilience to a disruption. Priority groups can be identified before and during a disruption, and include groups that are not addressed by, or suspicious of, government intervention so require a different approach to supporting them through organizations they already trust.

These organizations can participate in a Local Resilience Partnership (LRP) which is formed of (and coordinates) public, civil society, voluntary, community, and business sectors that have different connections to society. Through these connections, LRPs can access priority groups that are harder to reach.

An LRP can prioritise its efforts to those most in need, but some disruptions are so big that an LRP cannot satisfy all the needs that are created. So, society has a crucial role to create additional support so that LRPs can focus on priority groups. LRPs can help society to surge and channel its effort before, during and after a disruption. To accomplish this, LRPs can develop a system to operationalise societal resilience as a Local Resilience Capability (LRC) that is activated when additional support is required.

Creating the LRC involves LRPs working in ambitious and non-competitive ways to enhance the resilience of individuals, groups, organizations, and networks. The LRC can encourage society's self-help and helping of others so the role for LRP is to develop society. This system involves national partners, for example, with specialist skills that do not depend on local context (e.g. translation services). But, because local connections are so important to supporting priority groups, the role of LRPs is key. For example, LRPs can identify and understand important gaps in societal resilience and develop new capabilities to support the changing needs of priority groups.

The LRC prioritises the needs of society by discovering what those needs are and developing capabilities to address them. Modules can be activated by the LRP to gather local intelligence, pinpoint and prioritise need, coordinate society's effort, and support professional responders. This addresses need when:

- anticipating disruptions – by understanding risk, vulnerability, needs, and community assets;
- preparing for a disruption – by encouraging self-help and helping others;
- responding to a disruption – by coordinating requests for help and offers of support, and monitoring changing needs;
- recovering from a disruption – by supporting society in the aftermath.

This document describes why a LRP develops the LRC, its importance, principles, risks, opportunities, and the process to develop the LRC (see [Table 1](#)).

**Table 1 — Process to develop the LRC**

| PLAN      |            |                                                                                 |                                                                                                                                                                          |
|-----------|------------|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Step 1    | Vision     | Align the people and the organizations’ politics to lead the vision for the LRC | Step 1 agrees the vision on societal resilience and the support for the LRC                                                                                              |
| DESIGN    |            |                                                                                 |                                                                                                                                                                          |
| Step 2    | Resources  | Establish the team for the LRC and assess current performance                   | Steps 2 and 3 can be completed relatively quickly by resilience partners already working on societal resilience<br>Step 4 is based on a co-design approach with partners |
| Step 3    | Strategy   | Agree the strategy and business case for the LRC                                |                                                                                                                                                                          |
| Step 4    | Co-design  | Co-design modules with partners to form the LRC                                 |                                                                                                                                                                          |
| IMPLEMENT |            |                                                                                 |                                                                                                                                                                          |
| Step 5    | Partners   | Develop collaborations for the LRC                                              | Steps 5, 6, and 7 are a cycle to grow the modules that form the LRC                                                                                                      |
| Step 6    | Management | Manage modules that form the LRC                                                |                                                                                                                                                                          |
| Step 7    | Operations | Deliver value to society through the LRC                                        |                                                                                                                                                                          |
| IMPROVE   |            |                                                                                 |                                                                                                                                                                          |
| Step 8    | Evaluation | Assess system feedback to continually improve the LRC                           | Step 8 is an ongoing process to assess the performance of the system                                                                                                     |

This document does not cover:

- needs in society that have been created by a disruption, such as mental health, shelter, or financial, as described in ISO 22395:2018;
- specifics of modules that address those needs. Those modules are described in other documents such as spontaneous volunteers (see ISO 22319:2017; Shaw and Powell, 2024b), mass evacuation (see ISO 22315:2014), planning recovery (see ISO 22393:2021), public warning (see ISO 22322:2022), public alerts (see ISO 22324:2022), urban resilience (see ISO 22371:2024), exercises (see ISO 22398:2013), or community emergency hubs (see Shaw and Powell, 2024a), resilient essential sectors to support vulnerable persons (see Jordan and Shaw, 2025), incident management (ISO 22320), crisis management (ISO 22361);
- skills required to manage modules, such as: information exchange (see ISO 22396:2020); partnering arrangements (see ISO 22397:2014); or peer review (see ISO 22392:2020);
- technologies required to support modules, such as artificial intelligence, computer modelling, or data analysis;
- the measurement of resilience.

# Security and resilience — Community resilience — Guidelines to develop a local resilience capability to enhance societal resilience to disruption

## 1 Scope

This document provides an eight-stage process to collaboratively enhance resilience to disruptions that arise from emergencies, disasters, or crises. It describes how a Local Resilience Partnership (LRP) can work with the public, civil society, voluntary, community, and business sectors to address needs in society that have been created by a disruption. The process describes how the LRP can develop a Local Resilience Capability (LRC) that encourages self-help and helping others and focuses on the needs of priority groups.

This document covers:

- how the LRP can co-design and create a capability to enhance resilience to disruption;
- partnerships and establishing a shared vision;
- risks, vulnerabilities, needs, and community assets;
- implementation and management of capability;
- evaluation and continual improvement.

This document takes a whole-of-society approach to enhancing resilience by adopting principles and developing systems to support societal networks, organizations (from private, public, and voluntary sectors), community groups, and individuals.

This document is applicable to any organization to enhance the resilience of society to disruption.

## 2 Normative references

The following documents are referred to in the text in such a way that some or all their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 22300, *Security and resilience — Vocabulary*

## 3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 22300 and the following apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

### 3.1

#### **Local Resilience Capability**

##### **LRC**

system to enhance resilience to disruption by delivering support to people and places

Note 1 to entry: Capability is the demonstrable ability to prepare for, respond to, and recover from a disruption. Capabilities should be forms of modules that are planned (e.g. collaborations across community groups; businesses; voluntary, community and social enterprise; local government) even when they are spontaneous (e.g. crowd-funding, ad hoc donations, spontaneous volunteering).

Note 2 to entry: Examples of modules include community emergency hubs, spontaneous volunteers, essential services for vulnerable people.

### 3.2

#### **resilience**

capacity to absorb and adapt in a changing environment

[SOURCE: ISO 22300:2021]

### 3.3

#### **system**

set of interrelated and interacting elements

[SOURCE: ISO 9000:2015]

### 3.4

#### **resilience partner**

collaborating entity that provides services to the community to retain or enhance its ability to absorb and adapt in a changing environment

Note 1 to entry: Services may be provided in its day-to-day work and/or in the context of recovery or renewal activities.

Note 2 to entry: Member of the *LRP* [3.5].

Note 3 to entry: Some other partners will not be resilience partners (e.g. translation services).

[SOURCE: ISO 22393:2023]

### 3.5

#### **Local Resilience Partnership**

##### **LRP**

collaborating multi-organizational group of *resilience partners* [3.4] that provide services to a geographic area to prepare for, respond to, and recover from a disruption

Note 1 to entry: Partners include local government, emergency services, voluntary sector, businesses.

Note 2 to entry: Services are provided in day-to-day work and/or in the context of recovery or renewal activities.

### 3.6

#### **priority group**

part of society that a *Local Resilience Capability* [3.1] aims to support to address their needs in a disruption

Note 1 to entry: Include individuals, groups, organizations, and networks that are most at-risk, vulnerable, not prepared, unaware, or unable to leverage their agency to self-determine their own resilience to a disruption.

Note 2 to entry: Identified through risk assessments conducted in a community.

### 3.7

#### **disruption**

anticipated or unanticipated event that interrupts normal functions, operations, or processes

Note 1 to entry: Examples include natural events, technological and infrastructure events, and human caused events.

Note 2 to entry: See 3.1.76 from ISO 22300:2021.