PPL

Building Neighbourhood Resilience

What we learned from three conversations about what makes communities, public services and places resilient – and why it matters



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Foreword

A word from PPL's co-CEOs, Simon Morioka and Claire Kennedy



Claire Kennedy,
Joint Chief Executive, PPL



Simon Morioka,
Joint Chief Executive, PPL

Over the past year, PPL's State of Partnership series has argued that the systems we rely on were built for a more stable era. What holds them back is less a shortage of effort or ideas than the way institutions relate to one another and to the communities they serve.

Neighbourhoods are where that matters most. They are where national decisions are ultimately felt, where services overlap, and – as the pandemic showed – where much of the practical work of getting through a crisis is done.

Our work on resilience starts from a simple proposition: a country's capacity to absorb shocks depends not only on its plans for named risks, but on the relationships, institutions and social infrastructure that let people and organisations adapt when events outrun the plan. That capacity is built up or run down by everyday neighbourhood life and by everyday decisions about public services that are rarely thought of as resilience decisions at all.

On the 22nd of October the Government launched **Be Ready**, a national campaign asking households to keep enough supplies for up to three days of disruption. It is a welcome step, and one that brings the UK into line with European neighbours where such advice is part of everyday life. But it also shows how much work remains to be done. The campaign targets individual households and relies on neighbours helping one another. Yet, a 2026 Cabinet Office survey, finds that only 13% of households currently say they are largely or totally prepared, and the networks the campaign depends on are thinnest in exactly the places that will need them most.

Between the household and the state sit the community organisations, shared spaces and local services that did so much of the work during the pandemic. This briefing sets out the task of building that layer of partnership deliberately, and what it might take.

Over the past year, PPL has been building the case for a meaningful 'Whole-of-Society' approach to resilience that embraces the importance of mobilising **heads, hands, and hearts**, and recognises the role of neighbourhoods. Through our research, events, and work with partners, we will continue to explore what this means in practice.".

We invite you to join the conversation.

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About this briefing

National resilience starts in the everyday life of neighbourhoods.

Across three expert-led panel conversations in September 2026, PPL brought together 11 thought-leaders from across academia, public life and community organisations to explore how communities, public services and places can withstand disruption and adapt to change. This briefing draws out the main themes from the sessions, which can be viewed on our website.

We're grateful to all the speakers for the time and expertise they brought to the discussions and for working with us on this briefing. They are:

- **Professor Daniel Aldrich**, Dean's Professor of Resilience, Northeastern University
- **Carrie Deacon**, Assistant Director, Connected Communities, Ealing Council
- **Owen Garling**, Knowledge Transfer Facilitator, Bennett School of Public Policy, University of Cambridge
- **Dr Seth D. Kaplan**, Professorial Lecturer, Johns Hopkins University School of Advanced International Studies
- **Professor Sarah Pearson**, Dean of Research, Innovation and Knowledge Exchange, Sheffield Hallam University
- **Dr Harry Pitts**, Associate Professor in Political Economy and the Future of Work, University of Exeter
- **Matthew Stoughton-Harris**, Head of Resilience, Institute of Grocery Distribution
- **Professor Frances Tammer**, Practice Professor of Strategy and Security, University of Exeter
- **Emeritus Professor Peter Tyler**, Department of Land Economy, University of Cambridge
- **Alison McKenzie-Folan**, Chief Executive, Wigan Council
- **Andrew O'Brien**, Head of Secretariat, Independent Commission on Neighbourhoods (ICON)

The Neighbourhood Resilience conversation series was chaired by Matthew Leach, Senior Advisor at PPL, and convened by Dr Tiger Hills. We thank Olivia Case for her support in bringing this briefing together, and PPL for supporting and funding the programme.

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What is neighbourhood resilience?

Across the three panels, speakers were asked to reflect on why neighbourhoods matter to national resilience, what we mean by a neighbourhood, and how local organisations and public services can support resilience.

Four key messages emerged:

1

Resilience is more than emergency preparedness – it is a shared quality of places. Plans for known risks matter, of course, but evidence shows that places also need the relationships, organisations, services and local knowledge to be ready to cope with unexpected, compound or complex crises, not least when plans fail or help takes time to arrive.

2

'Soft infrastructure' is an undervalued building block of national resilience. Trust, social connections, community organisations and shared spaces help people find support, act together, and make sense of information when normal services and routes are disrupted.

3

Existing capacity, and 'what works', looks different in different places. What helps a neighbourhood respond is shaped by geography, history, demography and policy context. Where deprivation combines with thin social infrastructure, places find it hardest to prepare, respond and recover; during COVID, mutual aid groups formed in these neighbourhoods at a third of the national rate.

4

Public services help create the conditions for neighbourhood resilience. How public services choose to fund, design and deliver services can strengthen local resilience or weaken it; the policy challenge is that leaders need the confidence and the long-term funding to invest in the things that build resilience.

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A note on neighbourhoods before we dive deeper...

In this briefing, a 'neighbourhood' refers to more than a local community. When we talk about neighbourhoods, we're referring to both a local area and the people, relationships and resources that shape everyday life there. It includes residents and community groups, but also homes, streets and public services, local charities and businesses, and the array of other organisations and institutions rooted in the area. Taking a neighbourhood lens means looking at how these all connect. This approach draws on the work of the Independent Commission on Neighbourhoods and PPL's expertise at the interface between community, neighbourhood and public service delivery and design.

Understanding Resilience



What do we mean by resilience, why does it matter, and why now?

The first panel brought together Professor Daniel Aldrich, Matthew Stoughton-Harris and Professor Frances Tammer to discuss how resilience is understood across national security, disaster preparedness, supply chains, complex systems and communities. They asked what these perspectives have in common, where they differ, and what the term resilience brings to debates – as well as what it might obscure.

Resilience is the buzzword of our times

- **The threat picture has changed.** National security concerns, whether over geopolitics[1], climate, AI and (mis)information, or risks to food and critical supply chains, have precipitated a growing recognition that society has to be ready and able to weather these times of 'polycrisis'[2].
- **Security has become a community issue.** In October 2026 the Director General of MI5 told the public that "the cohesion and confidence of our communities has become a national security front line"[3].
- **But responsibility for resilience remains unclear.** Professor Frances Tammer described "a very fragmented nationwide system" in which "resilience risks becoming everybody's priority, but nobody's responsibility". Her recent paper with Harry Pitts found the UK at a "standing start" on home defence compared with Finland, Sweden, the Baltic states and Poland[4].

> **"National resilience is everyone's business... It's about making the whole-of-society approach central to all business as opposed to an optional extra."**
>
> **Frances Tammer**

[1] Frank Gardner, "MI5 chief warns of threats to UK from Russia, Iran and AI", BBC, 13 October 2026, https://www.bbc.co.uk/news/articles/c60rl5vwpk02o.
[2] Jeremy Allouche et al, "Are we in the age of the polycrisis", Institute of Development Studies, 31 October 2023, https://www.ids.ac.uk/opinions/are-we-in-the-age-of-the-polycrisis/.
[3] Sir Ken McCallum, Director General of MI5, annual threat update, Thames House, 13 October 2026.
[4] Frances Tammer, Frederick Harry Pitts and Gareth Stansfield, Making Sense of Home Defence: From Planning to Practice (Centre for the Public Understanding of Defence and Security, University of Exeter, January 2026).

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- **Government on 22 October launched *Be Ready*, initiating a national conversation to encourage households to prepare for disruption, and neighbourhoods to come together to support one another, as part of a three year campaign to boost national resilience.** Prime Minister Andy Burnham's conference speech linked "the rebuilding of resilience in our communities" with regional reindustrialisation and social security, saying a country that invests in people's success "will be much more resilient to the shocks we will undoubtedly face"[5].

Resilience means more than just bouncing back

- **While relatively new to the political landscape, resilience has a long history[6].** The term's modern use comes from ecology: C.S. Holling (1973) distinguished a system's ability to return quickly to equilibrium after a shock from its ability to absorb disturbance and keep functioning[7]. Later work builds on this, defining resilience as not just bouncing back but "changing in order not to be changed"[8]. It is a quality of complex systems in flux, which can be altered and tuned for.

[5] Andy Burnham, "Andy Burnham's speech to the Labour Party Conference 2026", Labour.org, 29 September 2026, https://labour.org.uk/updates/stories/andy-burnhams-speech-to-labour-party-conference-2026/.
[6] Matt Leach, "So what is this resilience thing? And why is it important now", PPL.org.uk, June 2026, https://ppl.org.uk/so-what-is-this-resilience-thing-and-why-is-it-important-now/.
[7] C.S. Holling, "Resilience and the Stability of Ecological Systems", Annual Review of Ecology and Systematics, Vol.4 (1973): 1-23, https://www.jstor.org/stable/2096802.
[8] Brian Walker, "Resilience: what it is and is not", Ecology and Society 25, no. 2 (2020): 11, https://doi.org/10.5751/ES-11647-250211.

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"After a major shock or crisis, resilience is regaining a feeling of normalcy for individuals, for families and communities... and it might be quite different to the old normal."

Daniel Aldrich



What's the case for neighbourhoods?

- **The idea of community resilience is gaining currency.** The idea of resilience as a quality of communities is gaining more attention. However, what this looks like in practice; how we build or diminish it; and the ways in which it ties into the wider geographic, social and political context needs more attention.
- **Understanding the 'whole neighbourhood' matters.** Research on the 1995 Chicago heatwave, including Eric Klinenberg's study, first published in 2002[9], illustrates why taking neighbourhoods seriously matters; the immediate and lasting effects of a crisis are shaped not only by the hazard, but by the social connections and the institutions and spaces people can access. During the heatwave, in North Lawndale around 40 people per 100,000 died; in neighbouring Little Village, with similar numbers of poor older people living alone, fewer than four did.
- **People rarely panic; institutions sometimes do.** Daniel Aldrich noted that at Fukushima and Three Mile Island "it was the authorities who panicked and not local residents", and that how people respond to emergency instructions "is a function of pre-disaster trust building".
- **This raises a practical question:** how can the national resilience agenda support these local conditions and make resilience relevant to everyday life?

A 'Whole-of-Society' approach must reach neighbourhoods

- **To understand why neighbourhoods matter, it is useful to distinguish between two types of resilience: general and specified[10].** Specified resilience is holding a playbook of responses to foreseen risks and crises – for example, things like emergency plans for flooding or a cyber-attack. Think of this as having a clear, pre-determined path mapping out how to return to a 'normal' state. In comparison, general resilience speaks to a place's broader capacity to cope with challenges, including those that were not anticipated, and to adapt as things change. Think about this as the messy web of connections that come into play when things go wrong.

[9] Klinenberg, Eric. 2015. Heat Wave: A Social Autopsy of Disaster in Chicago. Chicago: The University of Chicago Press. First published 2002.
[10] Brian Walker and David Salt, Resilience Practice: Building Capacity to Absorb Disturbance and Maintain Function (Washington DC: Island Press, 2012).

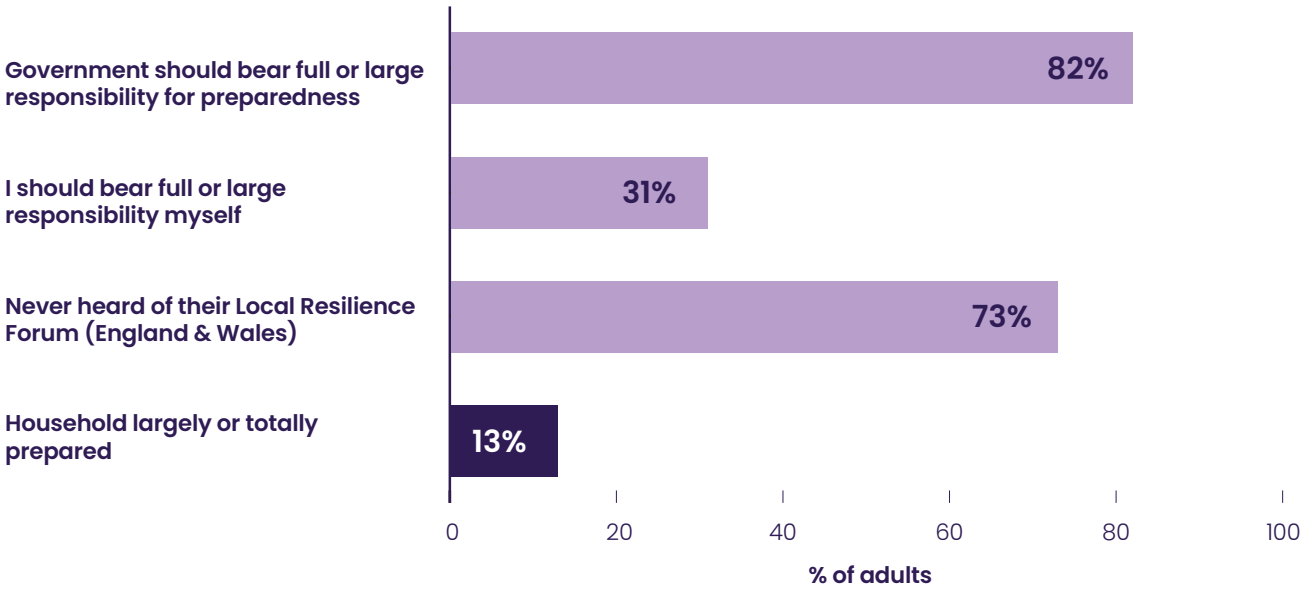
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- **To be resilient, we need both.** And general resilience relies, at least in part, on what happens in our communities. Parliament has accepted this point: in 2021 a Lords committee concluded that "generalised resilience is the right response to the threat of increasingly unpredictable risk"[11].
- **The UK is committed to taking a 'Whole of Society'[12] approach to building national resilience,** but this needs to take neighbourhoods seriously as partners in resilience – not only as a space to be 'done to' or 'for'[13].
- **But the formal system still treats communities as logistics.** The 2026 National Risk Register presents community resilience as a way to reduce pressure on the emergency services, and spontaneous volunteering as something to be channelled[14]. The public is not engaged either: only 13% of households say they are largely or totally prepared, and 73% have never heard of their Local Resilience Forum[15].

> "Resilience definitely cannot be built top down. It needs to be built at the bottom of society, across society, *and* then upward."
>
> **Seth Kaplan**

The public expects the state to prepare, and few feel ready themselves

UK adults. Public Survey on Risk, Resilience and Preparedness, 2026 wave



Source: Cabinet Office / Defra, published 19 August 2026 (n=10,791). Household preparedness was also 13% in the 2025 wave.

[11] House of Lords Select Committee on Risk Assessment and Risk Planning, Preparing for Extreme Risks: Building a Resilient Society, HL Paper 110 (December 2021), para 4.
[12] Cabinet Office. 2023. "The UK Government Resilience Framework (HTML)." GOV.UK, 4 December. https://www.gov.uk/government/publications/the-uk-government-resilience-framework/the-uk-government-resilience-framework-html.
[13] Hills, Tiger, and Matt Leach. 2026. "Whole of Society Resilience Starts in Neighbourhoods." PPL, 14 September. https://ppl.org.uk/whole-of-society-resilience-starts-in-neighbourhoods/.
[14] Cabinet Office, National Risk Register 2026 (July 2026), chapter 3.
[15] Cabinet Office and Defra, UK Public Survey of Risk Perception, Resilience and Preparedness 2026 (August 2026).

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Case study: neighbourhood resilience during Katrina

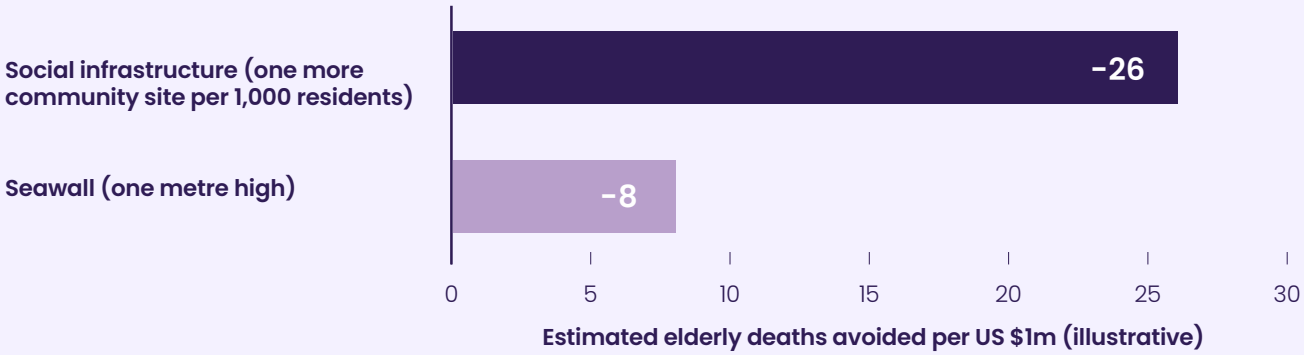
During Hurricane Katrina, the importance of community was brought home to speaker Daniel Aldrich. When FEMA rejected his family's request for aid and their insurance turned out not to have been active long enough to pay out, friends-of-friends helped his family find somewhere to live and a school for their kids.

Research supports the importance of these connections. Following the 1995 earthquake in Kobe, Japan, social capital – the networks, trust, and ties that bring people together – was the strongest predictor of recovery rates, even after accounting for damage, economic status, and other factors[16]. In Nagata ward, residents of Mano, organised since anti-pollution campaigns in the 1960s, formed bucket brigades that stopped fires spreading; in neighbouring Mikura, homes burned[17].

Aldrich's later work puts a price on this. After the 2011 tsunami in Japan, neighbourhoods with more community centres, public halls and parks lost fewer older residents; per dollar, these spaces saved around three times as many lives as higher seawalls[18]. After Katrina and Rita, Louisiana parishes whose recovery plans invested in community development and social support saw population return around five times stronger than the effect of infrastructure-led plans, while state-led plans had no lasting effect[19].

Estimated elderly deaths avoided per US $1m (illustrative)

Japan, 2011 tsunami: estimated elderly deaths avoided per US$1m invested



Derived from Aldrich (2023), Japanese Journal of Political Science 24: ~26 deaths avoided for ~US$1m vs A40 for US$5m. Both effects are statistically significant; the comparison is of cost-effectiveness, not whether the seawalls work.

[16] Aldrich, Daniel P. 2010. "The Power of People: Social Capital's Role in Recovery From the 1995 Kobe Earthquake." Natural Hazards 56 (3): 595–611. https://doi.org/10.1007/s11069-010-9577-7.
[17] Daniel P. Aldrich, Building Resilience: Social Capital in Post-Disaster Recovery (Chicago: University of Chicago Press, 2012), chapter 4.
[18] Daniel P. Aldrich, "How social infrastructure saves lives: a quantitative analysis of Japan's 3/11 disasters", Japanese Journal of Political Science 24 (2023): 30–40.
[19] Timothy Fraser, Andrew R. Poniatowski, Nathan Hersey, Hongji Zheng and Daniel P. Aldrich, "Uneven paths: soft policy's benefits to recovery in Louisiana parishes after Hurricanes Katrina and Rita", Journal of Environmental Management 321 (2022): 115722.

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Resilient Communities



How can we build resilient communities?

In the second panel, we heard from Dr Seth Kaplan, Andrew O'Brien, Carrie Deacon, and Professor Sarah Pearson on how we can build more resilient communities. They explored how relationships, trust, and local institutions help people act together, and how wider social and economic conditions shape communities' ability to prepare, respond and adapt.

> "What we're starting to realise now is that things like social fabric and community infrastructure need to be nurtured and you need an enabling environment for that to take place"
>
> **Andrew O'Brien**

Relationships and social infrastructure play a vital role.

- **Social infrastructure includes the civic, cultural and community assets that help people connect, build trust and act together.** It is more than having community spaces; it includes the organisations and relationships that make spaces useful and welcoming.



- **During COVID, it was this (sometimes termed) 'soft' infrastructure that helped communities respond.** Learning from Big Local's research on 26 communities suggested that community-led responses were strongest when connected to wider civic and public-service systems[20]. Where social infrastructure was thin, fewer people organised: mutual aid groups formed at 3.5 per 100,000 people in England's left-behind neighbourhoods, against 7.7 in other deprived areas and 10.6 nationally[21].

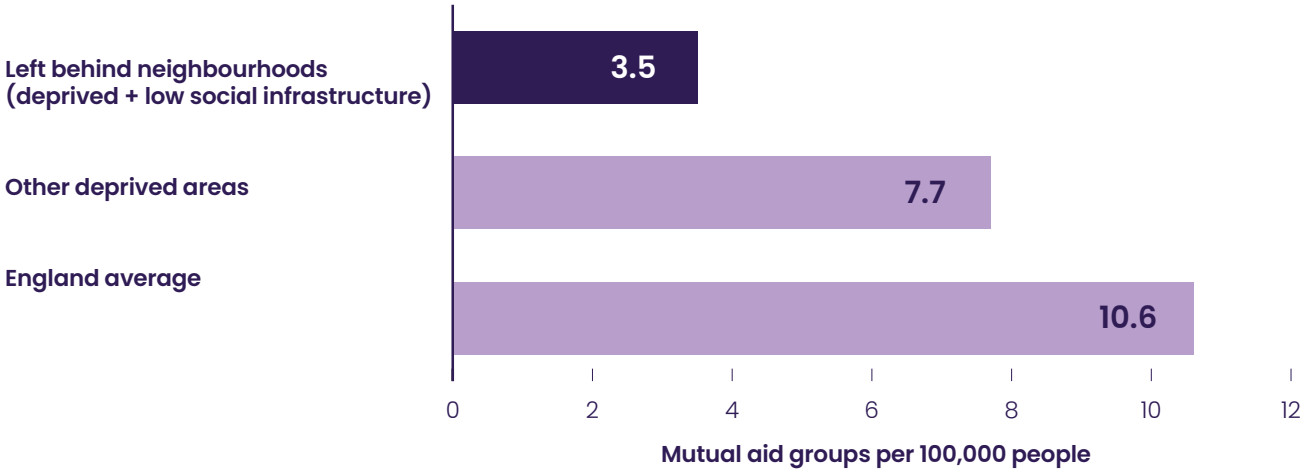
[20] Ellis Paine, Angela, Mandy Wilson, Angus McCabe, and Rob Macmillan. 2022. One Pandemic, Many Responses. Local Trust. https://www.learningfrombiglocal.org.uk/wp-content/uploads/2026/04/One-Pandemic-Many-Responses-Report.pdf.
[21] OCSI for Local Trust, Communities at Risk: The Early Impact of COVID-19 on 'Left Behind' Neighbourhoods (July 2020).

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- **But social infrastructure does not randomly appear – it is actively built.** Investment by public services and local businesses is needed to build social infrastructure before a crisis occurs. Levels of social infrastructure vary hugely, both within our towns and cities and across the country[22].

Where social infrastructure was thin, fewer mutual aid groups formed

COVID-19 mutual aid groups per 100,000 people, England, spring 2020



Source: OSCI for Local Trust, Communities at Risk (July 2020). Groups from a self-selected public list: read as indicative.

[22] OCSI, "Introducing the Community Needs Index: Measuring social and cultural factors", OCSI.uk, 21 October 2019, https://ocsi.uk/2019/10/21/community-needs-index-measuring-social-and-cultural-factors/.

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Case study: neighbourhood food resilience

Food supply is central to the resilience conversation.

In a 2025 report on the UK civil food resilience gap, Tim Lang and his co-authors highlighted the use of mass catering to feed the British population during World War II, when state-backed 'British Restaurants' provided meals to those whose homes were destroyed[23]. The usefulness of such mechanisms is not limited to wartime scenarios.

In the first panel discussion, Matthew Stoughton-Harris described how a ransomware attack disrupted Co-op deliveries to Scottish islands where it was the main source of fresh food. With shelves empty, local councils and local resilience arrangements stepped in, feeding people through schools and community soup kitchens. The example shows how disruption to national supply chains can quickly become a neighbourhood problem – and how local capacity can help people respond.

In September 2026 the National Audit Office found that Defra judges its powers "insufficient for a rapid and effective response to a catastrophic event", that food disruption is "not a specific planning scenario for most LRFs", and that LRFs' capacity to respond is "insufficient"[24]. As Stoughton-Harris put it, Defra "does not have the legal powers as it stands to feed the population if a crisis hit".



"We saw people being fed out of schools and sort of soup kitchens for the communities that showed up immediately… it's a really good example of how communities can rally around these challenges."

Matthew Stoughton-Harris

[23] Lang, Tim, Natalie Neumann, and Anthony So. 2025. Just in Case: Narrowing the UK Civil Food Resilience Gap. National Preparedness Commission. https://nationalpreparednesscommission.uk/wp-content/uploads/2025/02/NPC-Just-in-Case-Main-Report_PDF-Download.pdf.

[24] National Audit Office, Resilience of the food supply chain to disruptions, HC 587 (4 September 2026).

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How can we measure and track community resilience?

- **There are eight elements of community resilience identified in the evidence base[25]:** family stability and safety; collective efficacy; social and economic connectedness; institutional capacity; economic opportunity and external conditions; quality of place and social infrastructure; and resident agency and neighbourhood stability.
- **The challenge in measuring and knowing where communities are at in terms of resilience is that these all have different ways of measuring them,** datasets are often not sufficiently local and often the numbers don't capture the reality; things like trust and belonging are 'felt', thick concepts that are not easily reduced to a scorecard.
- **These measures also describe the likely drivers of resilience, not outcomes.** A strong score on an asset index does not prove that a neighbourhood will be resilient in a crisis; we also need to understand the risk profile of a neighbourhood, amongst other factors.
- **Current national data stops above the neighbourhood.** The government's preparedness survey now reports by Local Resilience Forum area, but not by neighbourhood.

> "We need to think about resilience as an element of flourishing communities. It's nothing separate. It's actually part of building strong and healthy communities."
>
> **Owen Garling**

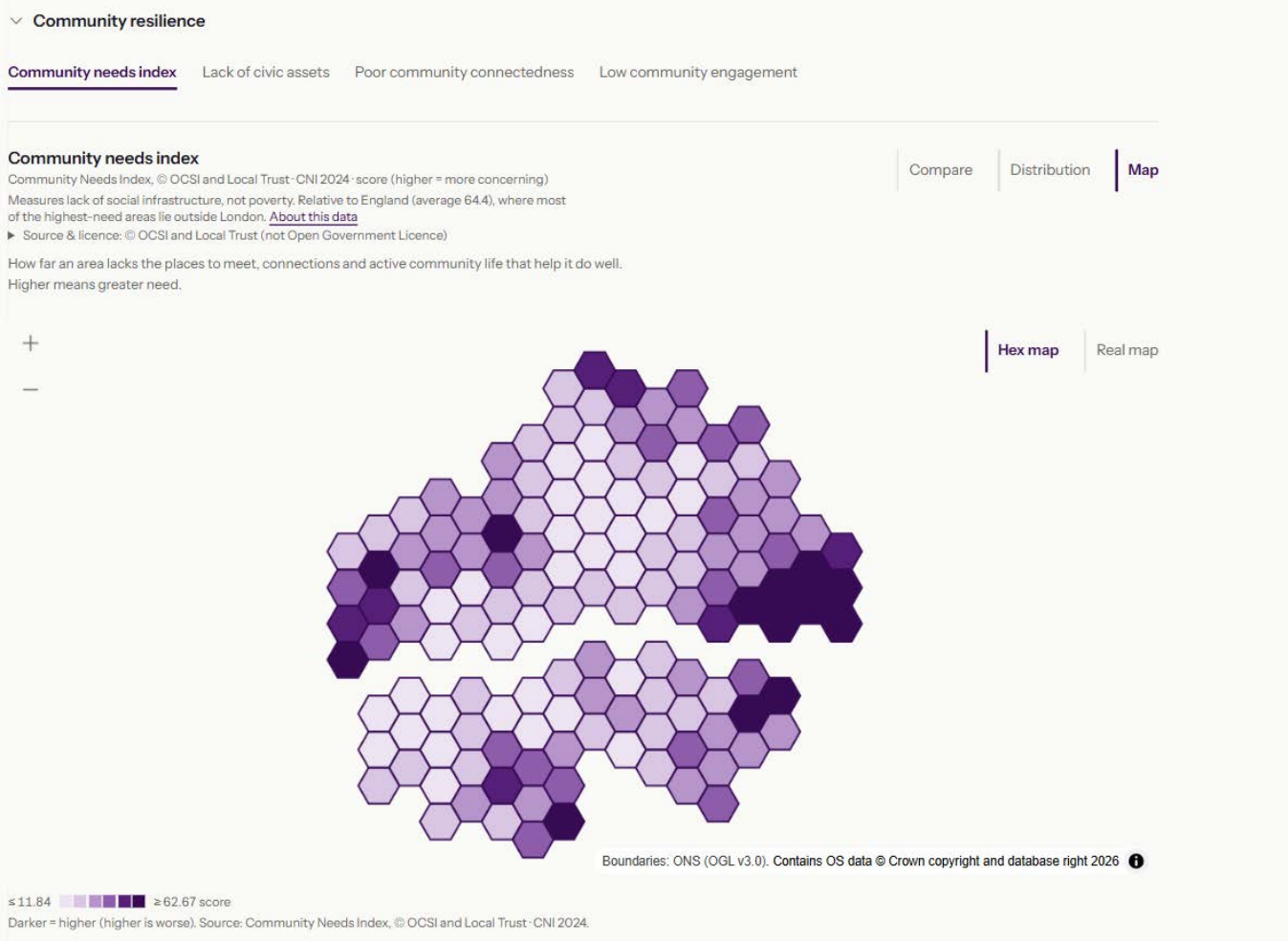
[25] Seth Kaplan, Panel 2.

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Case study: integrating neighbourhood resilience and neighbourhood health

As part of the London Neighbourhood Health Delivery Programme, a partnership between NHSE London, London Councils and PPL, PPL has developed and launched the London Neighbourhood Explorer. It brings together publicly available data at neighbourhood level, helping health and care teams understand the populations and places they serve.

One of the indicators included in the Explorer is the Community Needs Index, or CNI. The CNI, developed by Oxford Consultants for Social Inclusion with Local Trust, measures social infrastructure, social capital and social connectedness, using indicators such as access to services, civic assets and community engagement. We included it to bring these wider conditions into view alongside health needs, giving a fuller picture of the assets and connections that can support neighbourhood wellbeing and resilience.



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We need both communities and public services; one cannot replace the other.

- **Community groups should not be expected to fill gaps left by statutory services** – this is not a 'cheaper' way of delivering emergency response. Public services play a key role in providing the support and conditions for local action. Community organisations, in turn, can help services understand local needs and reach residents in challenging times.
- **But a robust community response can raise the threshold at which public services need to step in to support individuals.** And the case for investing in communities goes beyond this. Communities understand their local needs and members and hold trusting relationships with one another. In a crisis, they are often best placed to provide support that responds to local context, supports those who need it most, and does least unintended harm."
- **Research shows that communities and public services need to work together.** Research by Local Trust and Sheffield Hallam on local responses to COVID show that, while valuable, "social infrastructure can't operate in isolation and that the most effective responses came when there was integration between community led infrastructure and those wider civic infrastructures"[26], such as public services.
- **Communities may organise in ways public services do not expect.** Services need to be able to recognise and work alongside this, as opposed to engaging from the 'top-down'.
- **Emergency structures were not designed with communities in mind.** Carrie Deacon, who has worked with Local Resilience Forums across England, Scotland and Wales, said their design "is based on military thinking, really. It's not based on understanding the strengths and communities. It's command and control". Communities could be seen as "sometimes an inconvenience". Her point was not that the state should step back, but that it should work alongside what communities will do anyway.

> "I think to the case of Boaty McBoatface… communities will almost always organise in ways that will be unexpected, so how are we thinking about that and working alongside people?"
>
> **Carrie Deacon**

[26] Sarah Pearson, Panel 2.

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Public Services as Resilience Infrastructure



How can public services contribute to neighbourhood resilience?

The third panel gathered Alison McKenzie-Folan OBE, Professor Peter Tyler, Dr Harry Pitts, and Owen Garling for a discussion on how public services contribute to neighbourhood resilience. They considered how everyday public service design and delivery can strengthen – or weaken – the capacity of neighbourhoods and the role of current government programmes in bolstering resilience, asking what do we know about what works, and what doesn't, across the UK?

> "Our communities are active partners, they're not sort of passive recipients of what we do in public service."
>
> **Alison McKenzie-Folan**



Public services can build local resilience by investing in local leadership and capacity and creating spaces to bring people together.

- **Public services support resilience through their everyday decisions.** Their role goes beyond directly funding local initiatives: they can sustain local services and shared spaces, such as libraries, community centres and GP practices, and offer practical support and coordination for community-led work, including community energy projects and community asset ownership.

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- **Public services can also weaken neighbourhood resilience.** Cuts to local services and community assets, can erode the support and spaces that people rely on. Service design also needs to reflect the range of voices and needs within a community, rather than relying on the most visible or vocal voices.
- **Some losses only show when the space closes.** When austerity closed 85 of London's 298 youth clubs, offending by young people living nearby rose by 14–15% and stayed higher for six years, at a social cost of £2.85 for every £1 saved[27].
- **Trust has to be built before the crisis.** Daniel Aldrich described Wellington, New Zealand, where a third of emergency management staff leave the office each week to meet community groups, so that a crisis message comes from someone people already know.

"When I talk about social infrastructure, I think we are also including the civic, cultural and community assets that support social connection and, crucially, I think, build the foundational relationships and trust to enable communities to respond rapidly and effectively when challenges arise."

Sarah Pearson

Resilience needs to be baked into emerging agendas, including devolution and public service reform.

- **Devolution gives local and regional leaders an opportunity to align health, care, housing, employment and community investment around place.** Decisions made regionally, particularly on employment and skills, can connect social and economic policy. This creates opportunities to strengthen resilience by addressing the conditions that shape people's lives and prospects.
- **Learnings from New Deal for Communities and Big Local show what works.** Investment in social infrastructure and capital requires trust to be placed in communities, and time to build meaningful relationships.

"I've looked at most of the big programmes that governments have had... And what I've learned is that partnerships have been absolutely fundamental in aligning and getting to grips with the needs of the area."

Peter Tyler

[27] Carmen Villa, The effects of youth clubs on education and crime, IFS Working Paper 24/51 (Institute for Fiscal Studies, November 2024).

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Public services themselves need to be organisationally resilient.

- **Public services need the capacity to maintain essential functions and coordinate with one another during disruption.** Relationships, shared ways of working and clear responsibilities built during 'business as usual' can make coordination easier in a crisis. Pressures on SEND, temporary accommodation and social care leave many councils little slack to absorb a shock.
- **Resilience planning should reduce single points of failure** and avoid leaving key decisions until an emergency is underway.

> "Resilience doesn't mean trying to preserve things as they are... things have got to change."
>
> **Harry Pitts**

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Case study: PPL's place-based work with Local Government

PPL has extensive experience in supporting local councils to transition to place-based approaches which centre community and organisational resilience.

PPL's work with Bury Council is a case in point. Working hand in hand with Bury Council, PPL supported the transformation of Bury's SEND service towards a focus on building community engagement and capacity. The council has shifted towards earlier, place-based support, using mainstream provision where appropriate while ensuring children and families can get access to specialist help when needed.

Under challenging fiscal circumstances, Bury has seen a reduction in requests for Education, Health and Care Plan assessments and associated costs, enabling further investment in prevention-led approaches. Reducing avoidable demand is itself a resilience measure; services that run at full stretch every day have nothing to spare when a shock arrives.



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What's next?

PPL is continuing to bring people together to explore what neighbourhood resilience means in practice through a series of upcoming in-person and online events.

You can read more about our work on our Neighbourhood Resilience webpage and explore related articles on PPL's Publications and Insights page here. If you'd like to be kept in the loop around our upcoming events and reports, please sign up to the neighbourhood resilience mailing list here.

We'd love to hear your reflections on this briefing and the issues it raises. To continue the conversation, please contact Dr Tiger Hills at: tiger.hills@ppl.org.uk.

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