



**International
Standard**

ISO 22354

**Security and resilience — Societal
resilience — Guidelines to develop
local resilience capability**

**First edition
2026-07**

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Published in Switzerland

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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 document 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).

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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.

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.

Introduction

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

The local and national contexts of societal resilience differ in terms of the role of emergency responders, priorities and available funding. Other differences include the role of local and national governments, the nature of communities, culture and how society organizes itself. The way in which different contexts engage with new technologies, emerging trends and their priorities determine the pace of change. These factors influence the capacity and capability of emergency management structures to work with society, and the interest of society to be resilient to disruption.

Past 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 take care of themselves if it happens. However, 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, unprepared, unaware or unable to leverage their agency to determine their own resilience to a disruption. Priority groups can be identified before and during a disruption. They include groups that are not addressed by, or can be suspicious of, government intervention, so a different approach is required to support them through organizations they already trust.

These organizations can participate in a local resilience partnership which is formed of (and coordinates) civil society, and voluntary, community and business sectors that have different connections to society. Through these connections, a local resilience partnership can access priority groups that are harder to reach.

A local resilience partnership can prioritize its efforts to help those most in need, but some disruptions are so big that a local resilience partnership cannot satisfy the needs that emerge. Society therefore has a crucial role to create additional support so that local resilience partnerships can focus on priority groups. Local resilience partnerships can help society to surge and channel its effort before, during and after a disruption. To accomplish this surge, local resilience partnerships can develop a system to operationalise societal resilience as a local resilience capability that is activated when additional support is required.

Creating the local resilience capability involves local resilience partnerships working in ambitious and non-competitive ways to enhance the resilience of individuals, groups, organizations and networks. The local resilience capability can encourage society's self-help and helping of others so that the role for the local resilience partnership 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). However, because local connections are so important to supporting priority groups, the role of local resilience partnerships is key. For example, local resilience partnerships can identify and understand important gaps in societal resilience and develop new capabilities to support the changing needs of priority groups.

The local resilience capability prioritizes the needs of society by establishing what those needs are and developing capabilities to address them. Modules can be activated by the local resilience partnership to gather local intelligence, pinpoint and prioritize needs, coordinate society's efforts and support professional responders. Modules address needs 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.

ISO 22354:2026(en)

This document explains why a local resilience partnership should develop a local resilience capability. It also describes the importance, principles, associated risks and opportunities, and the development process of a local resilience capability (see [Table 1](#)).

Table 1 — Process to develop the local resilience capability

PLAN			
Step 1	Vision	Aligning the people and the organizational politics to lead the vision to enhance societal resilience.	Step 1 establishes the vision on societal resilience and the support for the local resilience capability.
DESIGN			
Step 2	Resources	Establishing the team and assess current performance.	Steps 2 and 3 can be completed relatively quickly by local resilience partners already working on societal resilience. Step 4 is based on a co-design approach with partners.
Step 3	Strategy	Agreeing upon the strategy and business case.	
Step 4	Co-design	Co-designing modules with partners.	
IMPLEMENT			
Step 5	Partners	Developing collaborations.	Steps 5, 6, and 7 are a cycle aiming to expand the modules that form the local resilience capability.
Step 6	Management	Managing modules.	
Step 7	Operations	Delivering benefits to society.	
IMPROVE			
Step 8	Evaluation	Assessing feedback on the system to continually improve.	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, concerning aspects such as mental health, shelter, or needs finance, as described in ISO 22395;
- specifics of modules that address those needs. Those modules cover topics such as spontaneous volunteers (see ISO 22319), mass evacuation (see ISO 22315), planning recovery (see ISO 22393), public warning (see ISO 22322), public alerts (see ISO 22324), urban resilience (see ISO 22371), exercises (see ISO 22398), or incident management (ISO 22320) and crisis management (ISO 22361);
- skills required to manage modules, such as information exchange (see ISO 22396); partnering arrangements (see ISO 22397); or peer review (see ISO 22392);
- technologies required to support modules, such as artificial intelligence, computer modelling, or data analysis;
- the measurement of resilience.

Security and resilience — Societal resilience — Guidelines to develop local resilience capability

1 Scope

This document provides guidelines on how to implement an eight-stage process to enhance resilience to disruptions arising from emergencies, disasters or crises. It describes how a local resilience partnership can work with members of the public, civil society and business sectors to address needs in society that have been created by a disruption. The process describes how the local resilience partnership can create a local resilience capability that encourages self-help and helping others, while focusing on the needs of priority groups.

This document describes:

- how the local resilience partnership can co-design and create a capability to enhance resilience to disruption;
- partnerships and establishing a shared vision to enhance societal resilience;
- 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 or group involved in enhancing 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 of 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**

system (3.4) to enhance resilience to *disruption* (3.8) by delivering support to people and places

Note 1 to entry: Local resilience capability is formed of modules that are planned (e.g. collaborations across community groups; businesses; voluntary, community and social enterprises; local government) even when they are spontaneous (e.g. crowd-funding, ad hoc donations, spontaneous volunteering). Modules can include community emergency hubs, spontaneous volunteers, essential services for vulnerable people.

**3.2
capability**

demonstrable ability to prepare for, respond to, and recover from a *disruption* (3.8)

**3.3
societal resilience**

collective *capability* (3.1) of individuals, community groups, voluntary organizations, businesses and networks to anticipate, absorb and adapt in a *disruption* (3.8)

**3.4
system**

set of interrelated and interacting elements

[SOURCE: ISO 9000:2026, 3.4.1]

**3.5
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 are provided as part of its day-to-day work and/or in the context of recovery or renewal activities.

Note 2 to entry: Member of the *local resilience partnership* (3.6).

[SOURCE: ISO 22393:2023, 3.3, modified — addition of Note 2 to entry]

**3.6
local resilience partnership**

collaborating multi-organizational group of *resilience partners* (3.5) that provide services to a geographic area to prepare for, respond to, and recover from a *disruption* (3.8)

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

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

**3.7
priority group**

part of society that a *local resilience capability* (3.1) aims to support to address their needs in a *disruption* (3.8)

EXAMPLE Individuals, groups, organizations, and networks that are most at-risk, vulnerable, not prepared, unaware or unable to leverage their agency to determine their own resilience to a disruption.

Note 1 to entry: Priority groups include individuals.

Note 2 to entry: Priority groups are identified through risk assessments conducted in a community.

**3.8
disruption**

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

EXAMPLE Natural events, technological and infrastructure events, and events arising from human action.

[SOURCE: ISO 22300:2025, 3.1.26, modified — an example has been added.]

4 Framework for a local resilience capability

4.1 General

The local resilience partnership has an important role in coordinating the development of the local resilience capability. Individuals, groups, organizations, and networks all have a role to play in building the resilience of society. This clause describes the local resilience capability in terms of its:

- aims (see [4.2](#));
- objectives (see [4.3](#));
- principles (see [4.4](#));
- opportunities (see [4.5](#));
- risks (see [4.6](#));
- resources required (see [4.7](#)).

4.2 Aims

The aims of the local resilience capability are to:

- support society to improve its own resilience, because society should be allowed to self-determine its resilience;
- encourage priority groups to prepare for a disruption, because readiness lowers their demand for support and reduces their diversity of need;
- reduce local risk and vulnerability, because then disruptions have less impact on society, reduce the demand for support, and allow the local resilience capability to focus on priority groups;
- unite different parts of the system that work with priority groups on resilience, because collaborations benefit from system-wide additionality.

NOTE The relationship between the people who are vulnerable and people who are in the priority group can be explained by referring to ISO 22395. A vulnerable person is defined as an individual who is less able to anticipate, cope with, resist or recover from the impacts of an emergency. Some vulnerable people depend on receiving services to support their everyday living due to their personal conditions. Those services create resilience in the individual by supporting them if a disruption occurs. Also, resilience of vulnerable people can be enhanced by family and friends who know the person who is vulnerable so are organized to provide extra support to them in a disruption. For example, care home residents are vulnerable persons but have sophisticated support structures that activate in a disruption. In contrast, members of the priority group do not have ongoing support available so they rely on the local resilience capability to address their needs in a disruption. People in the priority group can become vulnerable only because of the impacts of the disruption and possibly do not have the necessary systems prepared to support their emerging needs. They are therefore the first candidates for urgent support to ensure their needs do not cause suffering or harm. The needs of priority groups can be identified in advance. See ISO 22395 for more information on vulnerable persons.

4.3 Objectives

The objectives of the local resilience capability are to:

- determine current performance;
- identify gaps and where more work is required;
- form effective collaborations needed to enhance resilience;
- design and implement modules to enhance resilience;
- determine how local intelligence is acquired and used to enhance resilience.