

Community and Organizational Resilience

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By Royal Charter

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ISO 22393 – Community resilience: Recovery and renewal

- Approved September. 2 year timetable – WD1 available
- Guidance. Framework for recovery
- Shorter-term activities to make a system resilient again
- Longer-term activities to address strategic impacts and opportunities exposed by a crisis
- Establishing the UK mirror committee to provide into ISO
- SSM/1- Societal Security – Great support from TC liaisons: risk, governance, and continuity and resilience
- Seeking nominated representatives of government, professional bodies and academia; charities, public interest groups and individual experts
- Please contact *david.adamson@bsigroup.com*



ISO 22393 Recovery and Renewal

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The Manchester Briefing (TMB)

- TMB was born from a need from local government to help build a strategy for recovery.








The Manchester Briefing on COVID-19

International lessons for local and national government recovery and renewal

Twenty-fourth briefing: Week beginning 2nd November 2020

Produced by Professor Duncan Shaw, Dr Jennifer Bealt, Dr Nat O'Grady and Professor Ruth Boaden
The University of Manchester, UK

What is 'The Manchester Briefing on COVID-19'?
The Manchester Briefing on COVID-19 is aimed at those who plan and implement recovery from COVID-19, including government emergency planners and resilience officers.

Sign up to TMB here:
www.amb.s.ac.uk/covidrecovery

This week
We have provided four briefings:
Briefing A: Renewal of People, Reconciliation & Reparation

Please register at

Recovery: Categories of impact	Actions	Country/Region	Source
Economic strategy	Consider how to support small retailers and protect them from the impacts of COVID-19 through strengthening digital capacities. Many smaller retailers have less digital capabilities, and it is these skills which can help smaller business survive the pandemic. The loss of smaller retailers will inhibit the economic recovery at the local and national level. Consider how to encourage partnerships between larger and smaller companies to help accelerate digital transformation for small business owners:	Brazil Colombia	https://www.weforum.org/agenda/2020/09/covid-19-has-intensified-the-digital-divide
Urban planning	Consider how lessons from COVID-19 can improve city design and future resilience. Many cities have been severely impacted by the pandemic due to inadequate access to basic services, healthcare, and adequate accommodation. Lessons from the pandemic can be used to reimagine city design and deploy solutions that can build health, equity and climate resilience. Areas with high deprivation have been hardest hit by COVID and are more susceptible to other emergencies. Steps made pre-pandemic in Rotterdam to improve the region of <u>BoTu</u> , a densely populated area and one of the most deprived in the Netherlands, offers lessons for recovery and renewal from COVID-19:	Netherlands	https://www.resilientrotterdam.nl/en/news/making-rotterdam-1st-resilient-neighborhood-through-social-cohesion
	<ul style="list-style-type: none"> Tackle climate change, social and economic challenges and resilience building in one overarching plan 		https://www.resilientrotterdam.nl/en/news/making-rotterdam-1st-resilient-neighborhood-through-social-cohesion

1. Definitions
2. Concepts in Recovery and Renewal
3. Conduct an Impact Assessment
4. Develop the Recovery Plan
5. Develop the Renewal Strategy
6. Continuous Improvement

1. Definitions

What Recovery means

Recovery is “*the process of rebuilding, restoring and rehabilitating the community following an emergency*”¹

Our recovery lexicon is insufficient

Recovery

Functional

Rebuild

Restart

Renewal

Transformation

ISO22393 will focus on **Recovery and Renewal**

¹ HMG Guidance. (2013) Emergency Response and Recovery: Non statutory guidance accompanying the Civil Contingencies Act 2004.

2. Concepts in Recovery and Renewal

Recovery

- Organisations to:
 - renovate services – those exposed or undermined by the crisis;
 - review learning;
 - reinstate resilience
- relatively short-term addressing exposed fragilities
- needs a different pace ... don't get addicted to response ...pace depends on ongoing demands, fatigue, supply challenges
- **transactional** activities to recover and build resilience

Renewal (ambitious)

- longer-term:
 - reflect on what happened - take time to pause, appreciate, think, negotiate
 - renew via orchestrated fast/slow actions
- complex, social, strategic, broad-based (e.g. environmental, economic, legal, societal), geographic (growth and sustainability), developmental process
- **transformational** activities requires multiple and broader partnerships

2. Concepts in Recovery and Renewal

What is being Recovered and Renewed

PEOPLE

staff, key workers,
vulnerable people,
homeless,
volunteers, school
children, you

PLACES

our environment, where
we live, infrastructure,
health/care systems,
businesses

PROCESSES

ways of working, rules,
services, resource
management



Power

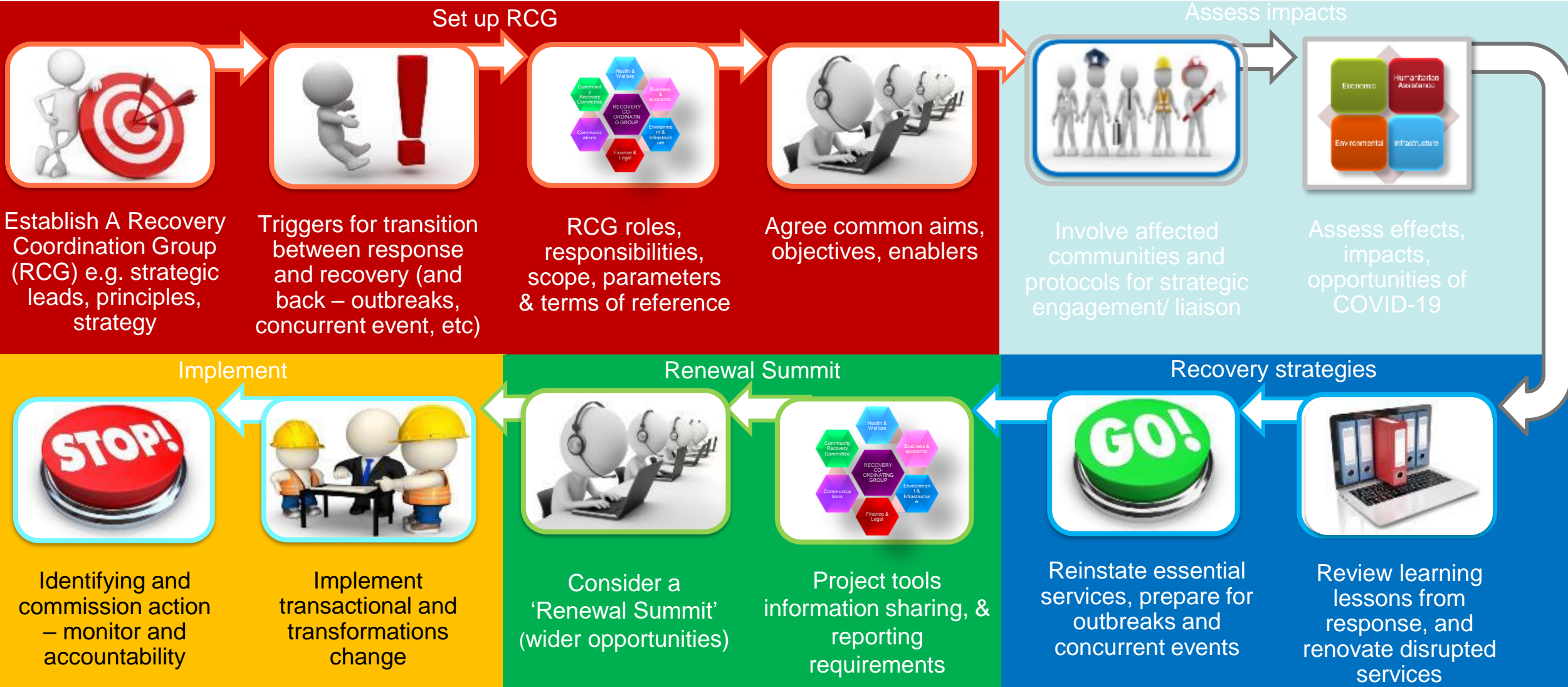
formal and informal power,
legislation, power of people

Partnerships

relationships underpinning
action

2. Concepts in Recovery and Renewal

Planning Recovery & Renewal – a step-by-step guide



3. Conduct an Impact Assessment

Where impacts of COVID-19 may have been felt

6 topics and 38 sub-topics

Use these categories to think about the impacts of COVID-19

<p>Humanitarian Assistance (Including health)</p> <ul style="list-style-type: none"> • Vulnerable people • Volunteers • Community engagement • Health and wellbeing • Public protection • Management of deaths 	<p>Economic</p> <ul style="list-style-type: none"> • Economic strategy (national and local) • Business regeneration/ rejuvenation • Public sector • Voluntary, Community and Social Enterprise sector • Personal finance • Innovation 	<p>Infrastructure</p> <ul style="list-style-type: none"> • Infrastructure providers • Infrastructure customers • Energy (utilities) • Digital • Workforce/ staffing • Urban infrastructure • Health systems • Education and training • Welfare (including social care) • Transport • Waste management • Supply chains & logistics
<p>Environment</p> <ul style="list-style-type: none"> • Urban planning • General environment • Clean energy 	<p>Communication</p> <ul style="list-style-type: none"> • General communications • Targeted communications • Connectivity between Health and the wider system 	<p>Governance and legislation</p> <ul style="list-style-type: none"> • Legislation • Planning for recovery • Risk • Governance (national and local) • Justice and law enforcement • Emergency planning • Legal and financial frameworks for response • Learning lessons

3. Conduct an Impact Assessment

Commission responses

Aim:

- To identify where and how Places have been most impacted by Covid-19

For each 6 topics or 38 sub-topics, ask ...

- What significant consequences has COVID-19 had on your area of work?

For each consequence, ask ...

- Is it a short-term effect or longer-term impact or opportunity?
- What is its impact rating (e.g. 'positive, limited, moderate, severe')?

Humanitarian Assistance (Including health) <ul style="list-style-type: none"> Vulnerable people Volunteers Community engagement Health and wellbeing Public protection Management of deaths 	Economic <ul style="list-style-type: none"> Economic strategy (national and local) Business regeneration/ rejuvenation Public sector Voluntary, Community and Social Enterprise sector Personal finance Innovation 	Infrastructure <ul style="list-style-type: none"> Infrastructure providers Infrastructure customers Energy (utilities) Digital Workforce/ staffing Urban infrastructure Health systems Education and training Welfare (including social care) Transport Waste management Supply chains & logistics
Environment <ul style="list-style-type: none"> Urban planning General environment Clean energy 	Communication <ul style="list-style-type: none"> General communications Targeted communications Connectivity between Health and the wider system 	Governance and legislation <ul style="list-style-type: none"> Legislation Planning for recovery Risk Governance (national and local) Justice and law enforcement Emergency planning Legal and financial frameworks for response Learning lessons

Group the consequences to find common ...

- effects** of COVID-19 which should be addressed by immediate recovery actions
- impacts** of COVID-19 which should be addressed by longer-term renewal activities
- opportunities** from COVID-19 which can be addressed by longer-term renewal activities

4. Develop the Recovery Plan

COVID-19 Recovery Strategy

Recovery Plan

- ✓ Purpose, scope, areas of responsibility
- ✓ Set recovery strategies
- ✓ Agree shared aims and objectives
- ✓ Agree actions to deliver these outcomes
- ✓ Agree project delivery approach, responsibilities
- ✓ Determine ambition for renewal



Agree shared aims & objectives:

1. **Functional recovery actions** (renovate services/aspects to deliver statutory duties, review learning, reinstate readiness)
2. **Needs based recovery actions** (assessment of social/health/economic etc impacts/opportunities)
3. **Effective communication during recovery** (sitrep, recovery reporting, engage stakeholders, thank)
4. **Ambition for renewal** (transformational activities, broad partnership, tackling big issues)
5. **Exit recovery** (outbreak management, BAU, applied learned, review)
6. **Develop recovery action plans** (using impact assessments, determine BAU / special projects)

5. Develop the Renewal Strategy

Ambition: Covid-19 - Local Renewal Summits

Bringing together knowledgeable and influential people to think about longer-term renewal of Places.
To give space to think – to negotiate – to align priorities.

The Vision for the Summit:

- To agree a positive direction for change
- To align multiple relationships and broader partnerships
- To engage local stakeholders needed for Renewal

Enabled by:

- **Optimism:** the memory of COVID will be a negative one – so align with something positive – optimistic – so link to wider strategic agendas - aligning to opportunities rather than the negativity/fatigue of COVID-19
- **Ambition:** for common action, funding, efficiency
- **Good practice:** alignment and engagement as outlined in HMG's Recovery Guidance
- **Participation:** involve influential leaders and stakeholders

Moderated by:

- 5 tracks of pressure (response, recovery, renewal, politics, funding)



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6. Continuous Improvement Renewal activities

Humanitarian Assistance (Including health) - Colombia
Social justice and wellbeing approaches

Local authorities, businesses and volunteers/civil society collaborated to support people who need support e.g. informal labourers (often poor) hung red flags to show they had an urgent and unmet need – then met by volunteers

Public Communication and Engagement - Germany
Including people in planning

New approaches to involving the public on issues that affect them e.g. German government invited people (inside and outside the country) to participate in a hackathon to identify solutions to the challenges posed by the pandemic

Infrastructure - Denmark
Control/protection of infrastructure to promote economic activity

Commission out of economic troubles e.g. contracting work out to smaller local businesses. Weekly public meetings for businesses to bid for projects directly from the local government e.g. using local services and trades

Environmental - Australia
Climate Change

Accelerated environmental plans to create jobs e.g. urban forest strategy - 190,000 trees to be planted in the city; 44km of bike lanes to be built. What will you do as part of your corporate social responsibility

Economic - USA
Equitable economic regeneration

Upskilling local workforce for community welfare linked to long-term economic development e.g. El Paso aims to create an economic sector based on strengths of local university (life science and tech industries)

Governance and legislation - UK
Mechanisms for recovery

Established new temporary practices to support recovery to COVID-19 covering every aspect of life e.g. social activities, homelessness, healthcare, volunteering, homeworking

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Thank you !

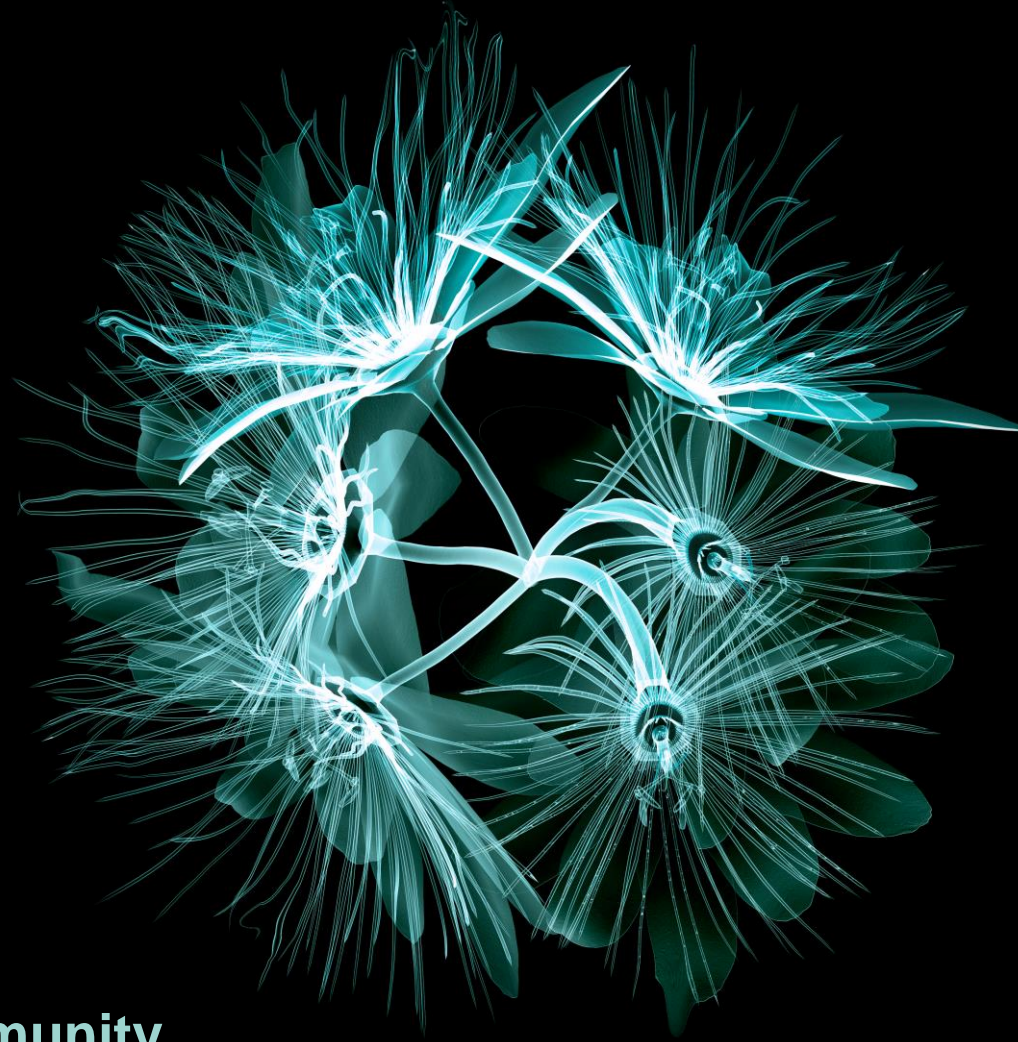


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“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.” Margaret Mead

Deloitte.



Resilience Reimagined
Organisational and community
resilience

17 November 2020



**MAKING AN
IMPACT THAT
MATTERS**
since 1845

Resilience Reimagined

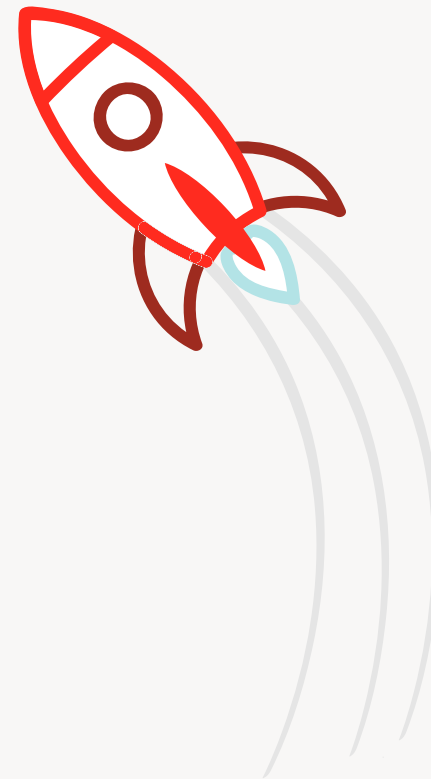
Our point of view

Resilient organisations thrive before, during and after adversity.

The financial crisis, Brexit and now COVID-19. We never imagined these events could happen, but they have. While the impact may be felt for some time, these events also show us that we can move rapidly, find new ways of doing things, build new networks and keep services going. But relying on 'we'll find a way through' is not enough on its own. Nor, is it sufficient to rest on the achievements made.

To survive and thrive in the future, the more resilient organisations will rethink what 'being resilient' means. They will adopt a mind-set of what if? And what next? Not just the next risk, but the next opportunity. They will have a broad view of resilience, understanding what it means for them and what it means for their customers, suppliers, employees and contribution to their communities and wider society. They will challenge conventional approaches and wisdoms, adapt business models and look for competitive advantage.

By adopting key principles of resilience they will create the options and have the necessary levers to respond and adapt. Those organisations will have the resourcefulness to stay ahead of the next obstacle and in step with the next opportunity.



A framework for organisational resilience

The foundations for enhancing organisational resilience

The Resilience Mindset

What if?

What next?

The resilience lifecycle



Resilience by design



Resilience through change



Resilience in adversity

Three 'pillars' of organisational resilience



Financial resilience



Operational resilience

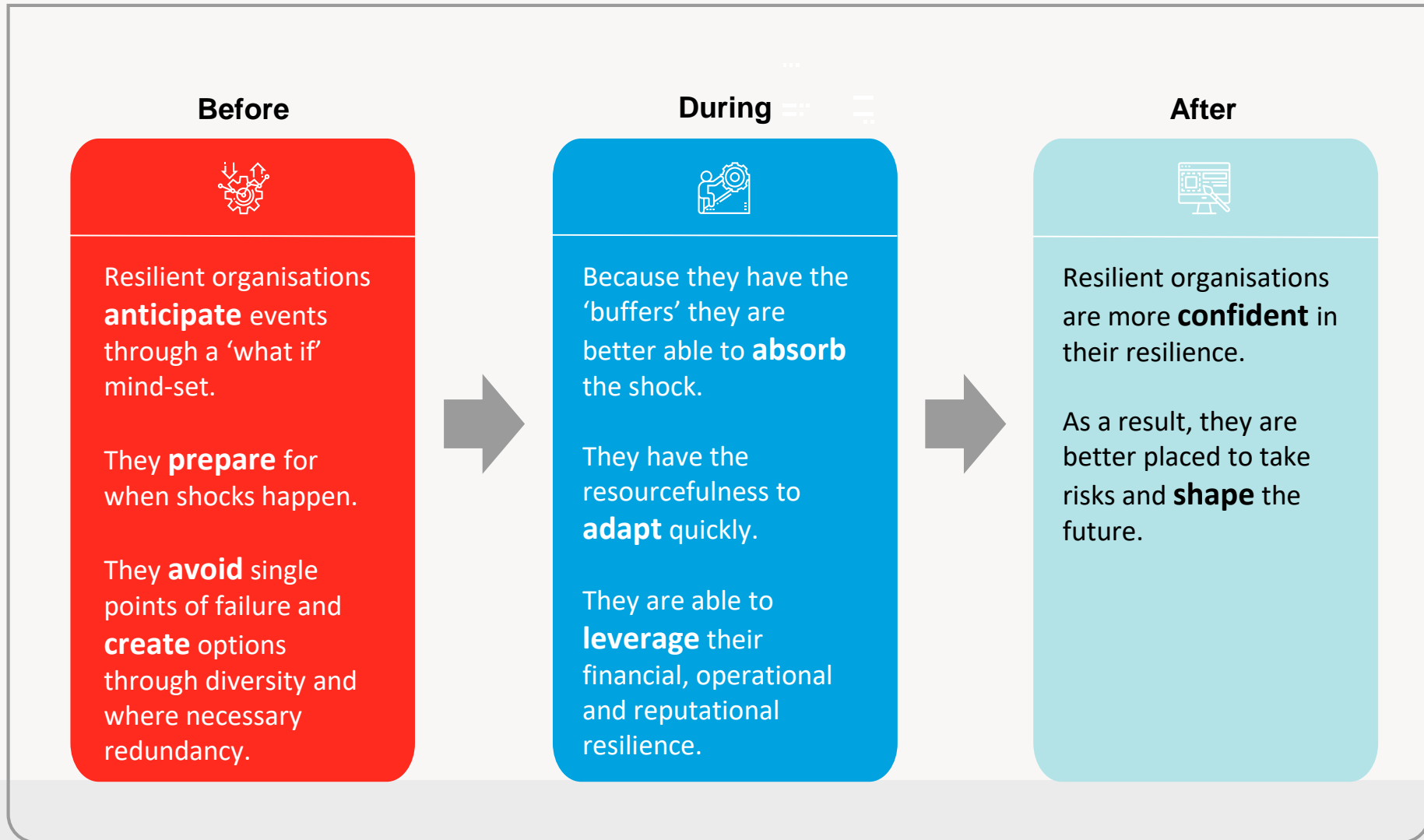


Reputational resilience

A more resilient organisation has **financial, operational and reputational resilience**. It has the **right mind-set, strong leadership** and a transformative approach to risk.

The characteristics of a more resilient organisation

Resilient organisations thrive before, during and after adversity



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Q&A

Thanks to our speakers, Rick Cudworth and Duncan Shaw