

# The Resilience Shift: catalysing resilience within and between critical infrastructure

Authors: [Juliet Mian](#)<sup>1</sup>, [Xavier Aldea Borrue](#)<sup>1</sup>, [Will Goode](#)<sup>1</sup>, [Nancy Kete](#)<sup>2</sup>, [Jo da Silva](#)<sup>1</sup>

<sup>1</sup> Arup <sup>2</sup> Kete Consulting  
[info@resilienceshift.org](mailto:info@resilienceshift.org)

## Our vision

The Resilience Shift aims to make our world safer and better to live in, by catalysing change in how critical infrastructure is designed, delivered and operated.

Faced with an increasingly uncertain future, and with the majority of people living in cities, the safety and well-being of billions of people relies on critical infrastructure being able to provide key services, to protect us and connect us whatever the future has in store.

Our world is changing, and shocks and stresses have an ever more global impact due to the interconnected nature of modern life. We want to inform and encourage those involved with all aspects of critical infrastructure systems by sharing knowledge and experience.

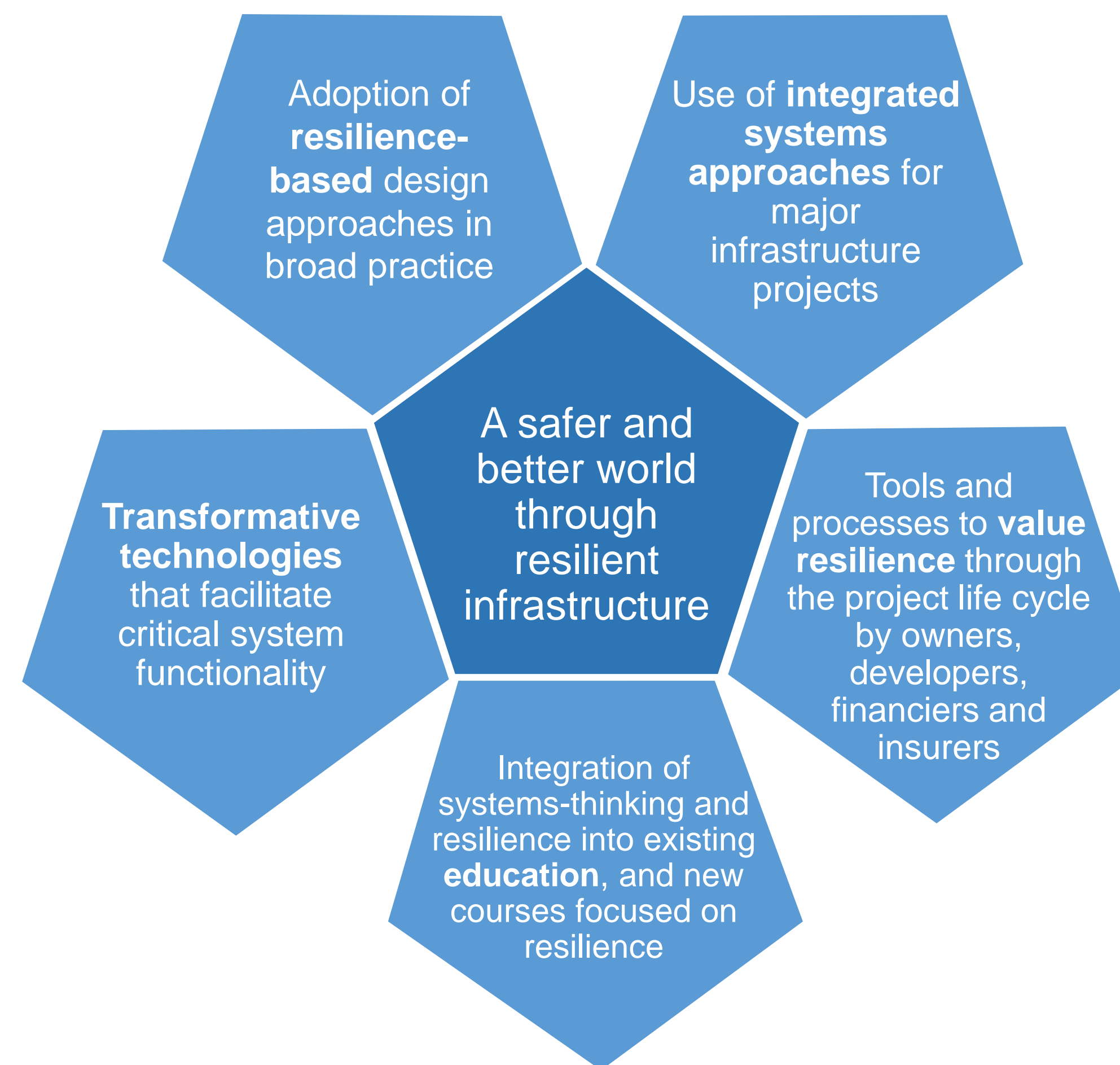
## We are promoting a shift in practice towards:

Considering infrastructure as socio-technical systems and systems-of-systems

Ensuring infrastructure systems remain functional in diverse conditions

Defining critical infrastructure systems in terms of how they protect, connect and provide for society

## Expected Outcomes



## The Work Plan

### Opportunity 1 - Ways and means to make resilience tangible, practical and relevant

Equipping experts and decision makers with the **tools, approaches, technology**, and **educational** practices needed to put resilience into practice.

This speaks directly to providing clarity on the **key concepts** that matter to professionals, be they designers, engineers, asset owners or investors.

### Opportunity 2 - Incentivising Resilience

Aligning **finance, insurance, policy** and **standards** with resilience outcomes.

This area focuses on answering the questions: What is resilience worth? To whom? And, how do we know?

### Opportunity 3- From Resilience Theory to Practice – initially the Water Sector

Applying **resilience in practice in different sectors** with **sector leaders**, in order to test design and engineering ideas to focus on functionality, rather than building and operating an asset.

This area explores the impact of considering sector infrastructure as part of a larger **system** and to explore how **dependencies** with other assets and sectors affect resilience.

[resilienceshift.org](http://resilienceshift.org)

✓ **Subscribe to our blog**

✓ **Get involved**

✓ **Download our research reports**

The Resilience Shift is a Lloyd's Register Foundation initiative delivered by Arup

ARUP



THE RESILIENCE SHIFT