

# What is the Resilience Shift?



# Our infrastructure can be fragile

Imagine a world where our infrastructure is prepared for the stresses and shocks of climate change or unexpected events,

...helping it to better protect, connect and provide for society.

# How can we respond?

We can shift how we design, deliver and operate critical infrastructure, to make it more resilient, to make sure the public gets the services it expects.

The ultimate benefit of a 'resilience shift' will be greater security, and enhanced safety of life, property, and the environment.

# What is *The Resilience Shift*?

Our aim is a safer and better world through resilient infrastructure.

## Our projects will deliver:

Ways to make resilience tangible, practical and relevant (tools, approaches, technologies, education).

Incentives for investing in resilience (policy, standards, finance, insurance).

Application of resilience practice within and between critical sectors.

# What does success look like?

We will know we were successful if we see a **shift** from:

- Preventing failure (at a pre-defined thresholds) to **ensuring functionality in diverse conditions**.
- Considering risk to individual assets to understanding the contribution of **socio-technical systems** to the safety and well-being of society.
- Describing critical infrastructure projects predominantly in terms of physical assets, instead focussing on the **critical services** (protect, provide and connect) that infrastructure supports.

# What outcomes might we expect?

1. **Common understanding** of sectors as global systems and the effect that decisions within these sectors have on the resilience of society.
2. The adoption of dynamic, performance-based (**resilience-based**) design approaches in broad practice.
3. The adoption or use of **tools to value resilience** and to make sure that resilience value is realized across the project life cycle.
4. The use of **integrated systems approaches** as context for critical infrastructure systems.
5. Integration of systems thinking and resilience concepts into the **education and understanding** of those responsible for planning, designing, delivering, regulating and operating critical infrastructure.
6. Adoption of **transformative technologies** that facilitate (rather than compromise) critical system functionality.

# Who benefits?

**Ultimate beneficiaries** - the public generally, specific groups within society, future generations, the public realm and the environment

**Non-commercial intermediaries** - policy makers, regulators and standards setters, advocates and other influencers

**Commercial intermediaries** - companies that are part of the supply chain





# Our approach

We must provoke a substantial change in mind-set and practices connected with critical infrastructure, and become a self-sustaining movement.

This is as much about **how** we do it as what we do.

We will learn by doing in collaboration with others, share knowledge and foster a global community.

We want to create value or benefit for those we are seeking to influence – to make the most impact for society.

# Partnerships

The Resilience Shift was set up in 2016 to address the recommendations of the Lloyd's Register Foundation [Foresight review of resilience engineering](#), delivered in partnership with Arup.

Nancy Kete, Executive Director, is leading the programme.

Cambridge University Technical Services is providing a Technical Advisory Group (TAG) and is a 'critical friend'.

Valuelab is providing support on strategy



A scenic view of a beach at sunset. The sky is a mix of blue and orange. In the background, several wind turbines are visible. In the foreground, many people are walking on the wet sand, which is reflecting the sunset colors. The overall atmosphere is peaceful and serene.

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