WHAT IS RESILIENCE? RECONFIGURING FOR THE 2020'S

Global Urban Resilience
Monthly Programme

ISRM

WP CENTRE FOR THE STUDY
OF WICKED PROBLEMS

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NATIONAL PREPAREDNESS COMMISSION

INTRODUCTION

The ISRM Global Urban Resilience Monthly Webinar Series begins today as a testament to the collaboration between academics, policymakers, and practitioners in dealing with issues around the global urban resilience of major city management. We are proud that this initiative led us to first form a strategic Advisory Group, followed by a Strategic Steering Group with twenty-one participants from seventeen countries representing cities from all over the world.

At this stage, we are trying to leverage this and put in place a structured framework that would support global discussions, activities, interactions, and the creation of policy papers on issues such as strategic risk, crisis management, urban resilience, and city management. A series of events are planned for Jakarta, Athens, New York, Singapore and Manchester. The programme will span twelve months months, with monthly thematic webinars, inviting contributions from participants in the form of academic work, practical insights, policy papers, and personal experiences. The goal is to build a body of knowledge over twelve to eighteen months, fostering global dialogue on these critical issues. The programme is being run in collaboration with the UK National Preparedness Commission, the International Federation of the Red Cross and multiple global organisations.

Today's inaugural session will address the fundamental question: "What is resilience?" It will explore the meaning of resilience, especially in the context of the 2020s, as we progress toward the Vision 2030 and Strategy 2030 milestones. The discussion will focus on understanding resilience in the rapidly changing and unpredictable world that we are living in.

To start with, we are delighted to present the opening thoughts from our distinguished experts:

Professor Carina Fearnley
Director UCL Warning Research Centre,
Professor in Warnings and Science Communication,
UCL

Dr Duncan Booker
Chief Resilience Officer,
Glasgow City Council

Konstantina Karydi
Managing Director, Resilient Cities Catalyst,
European Commission Urban Expert

Dr David Rubens /Facilitator/
Executive Director,
Institute of Strategic Risk Management

Konstantina Karydi

Senior Advisor and Managing Director at Resilient Cities Catalyst and European Commission Urban Expert

The concept of resilience has become a prominent topic, with discussions centred around various types such as national, urban, climate, social and heat resilience. However, the understanding of what resilience truly means remains unclear and inconsistent. Since 2014, when I started working in the field of urban resilience, there has been notable development in global and European policies, such as the New Urban Agenda and National Urban Resilience Frameworks. While disaster risk reduction remains the starting point for building resilience, it is now recognised that resilience extends beyond this. The increasing frequency and intensity of climate-related events, combined with social vulnerabilities, create complex crises that can exacerbate risks. This understanding highlights the importance of addressing both long-term stresses and the compounded effects of these challenges in urban and national resilience planning.

The challenges in national and subnational resilience policies are significant. Whilst policies addressing resilience have been adopted at the national level, they often overlook necessary regulatory reforms to improve risk management and citizens' daily living. A positive development in 2022, the midterm review of the National Urban Resilience Framework emphasises a holistic, inclusive approach to resilience, which is supported by member states in conjunction with the New Urban Agenda. However, there remains a gap in understanding the processes required to implement resilience strategies, especially at the national and local levels. An example from Greece shows that while municipalities are being mandated to create resilience strategies, there is uncertainty about the meaning and necessity of such strategies, particularly for small municipalities. We ought to question whether all municipalities, from large cities to small villages, should be required to have a resilience strategy and what that strategy should entail in the near future.

Last but not least, we should emphasise the need for transformational change to address resilience in the 21st century, as highlighted in the New Urban Agenda.

This change must occur across four key levels:

- **Policy and Legislation**
- **Governance**
- **Urban and Land Use Planning**
- **Financing Mechanisms**

While the importance of regulation is recognised, the slow pace of legislative processes and regulations can take decades to implement. An example from a recent EU meeting reveals that it took 16 years to agree on a definition of "crisis," which underscores the disconnect between the speed of regulatory changes and the urgency of real-world challenges. Therefore, it is crucial to note the need for faster, more efficient decision-making in the face of these pressing issues.

Professor Carina Fearnley

Director UCL Warning Research Centre,
Professor in Warnings and Science Communication,
UCL

It is imperative to highlight the importance of effective warning systems in building resilience, especially in the context of natural hazards. This warning research centre, the only one dedicated to researching warnings globally, was created to address questions about risk, uncertainty, preparedness and early action. We need to emphasise that resilience is not just about a system's ability to withstand hazards but also about how these capabilities are implemented. Warning systems are integral to resilience, as they go beyond simply alerting people to hazards; they involve a comprehensive process that includes hazard detection, monitoring, communication and enabling stakeholders to take action. For a warning system to be effective, it must allow people to act on the information, such as evacuating to higher ground in the event of a tsunami.

Moreover, the need for preparing communities is crucial in order to respond proactively to warnings through proper infrastructure and planning. For that reason, it is important to implement a holistic warning system in disaster risk reduction and resilience building. A well-designed warning system not only detects and monitors hazards but also effectively communicates risks to the public, enabling them to take appropriate actions. Warning systems should be viewed as essential tools for preparedness, which ultimately enhance resilience.

Recently, the UCL Warning Research Centre conducted a report for the National Preparedness Commission, aiming to improve warning systems through lessons learned globally. Key to enhancing these systems is strong communication and collaboration across different sectors, especially when dealing with complex, multi-hazard situations like the 2011 earthquake in Fukushima that led to a series of cascading events: a catastrophic tsunami, a nuclear plant meltdown creating contamination and major supply chain issues across Japan. Hence, in dealing with complex crises like the abovementioned, we need to highlight the need for cross-sectoral learning, where practices from one field, such as nuclear preparedness, can inform approaches in other areas, like flood warnings, to improve overall disaster preparedness and response.

Warning systems are fundamentally social, not just technological, as they are centred around people and their vulnerabilities. Inclusivity is a key focus, as certain groups such as the elderly, children, individuals with mental health issues, prisoners and marginalised women may face challenges in receiving and responding to warnings. Efforts are being made to ensure that warning systems are accessible to all, with collaboration from organisations like the World Bank to explore ways to enhance inclusivity. A major challenge is turning warnings into effective action, which requires developing practical mechanisms and community-level involvement. Co-production and integrating warnings into the social fabric of communities are essential to ensure preparedness for various hazards, from natural and technological to pandemics. Despite the importance of warning systems, securing funding for these initiatives has been difficult, with limited interest in investing in them, even after significant global events like the 2004 Boxing Day tsunami and the COVID-19 pandemic.

There has been exciting progress made in recent years, especially after the UN Secretary General's call for "early warnings for all". This is a global initiative aimed at improving warning systems, particularly in countries lacking effective meteorological systems. Despite the fact that this initiative is gaining attention, unfortunately, warning systems are still underdeveloped in many regions. These systems are essential tools for resilience, especially in resilience planning. Warnings are not only about technology but also involve various fields such as social media, oral history and satellite imagery, making them a complex yet crucial aspect of disaster preparedness. Finally, it is essential to understand the need for readiness, both in terms of environmental sensitivity and emotional preparedness to act, without forgetting the global unpreparedness for the COVID-19 pandemic despite prior warnings from other diseases.

Dr Duncan Booker

Chief Resilience Officer,
Glasgow City Council

We need to point out the importance of being physically or digitally present during emergencies and crises, such as COVID-19 or economic shocks, to know who to contact and respond to effectively. It is significant to understand that the urban agenda is central to addressing global challenges, with cities being key in delivering net-zero climate goals, as evidenced by Glasgow's leadership during COP26. Moreover, a great example has been Glasgow's efforts to combine traditional emergency planning with long-term planning for economic and societal stresses. Drawing from the city's experience of de-industrialisation, the goal is to transition into a post-carbon, resilient city while ensuring a just transition for our people, businesses and communities.

It is also important to note that resilience in Glasgow, as an urban ecosystem, must be rooted in social justice and fairness. Vulnerability and trust in urban and national governments are key issues that can limit the ability to manage shocks, such as a pandemic. We need to advocate for a more balanced approach, where climate change adaptation involves physical engineering (e.g., infrastructure changes) and community engagement to ensure a just transition. This approach, described as "hard hats and social policy", encourages collaboration with communities to co-create solutions. Reflecting on COVID-19, we realised that the city's limited access to green spaces underscored the need for an improved public realm and the importance of social connections. The idea of "neighbourliness" as a first line of response in emergencies was also highlighted as vital for building resilience in cities.

Last but not least, we need to highlight the importance of addressing social vulnerability and building social cohesion as a way to enhance resilience. No city can stand alone against global changes by referencing Glasgow's struggles in the late 20th century. It is also significant to reflect on the challenge of preventing external forces from overwhelming the city, citing Marx's idea that while we shape our own history, we do so within constraints not of our choosing. Finally, I believe it's important to understand, as Ronald Reagan once said about government intervention, that while national policies can be difficult to influence, cities provide more direct avenues for action and impact.

PARADIGM SHIFT

KK:

It is essential to respond to the question by reflecting on the complexities of urban planning, resilience and risk management. We need to emphasise the importance of defining "we" when discussing planning and resilience, as different communities and groups within cities face vastly different risks and needs. During crises like the recent COVID-19 pandemic, not everyone is equally affected. Disparities based on social vulnerabilities, access to resources and wealth become clear, raising important questions about societal fairness and risk acceptance in the future.

It is also crucial to further elaborate on the ethical and societal implications of planning, questioning whether individuals' behaviours—such as health or consumption habits—should impact their access to social services or influence how the state allocates resources. I believe we are experiencing a paradigm shift, as society faces more existential questions about balancing survival, fairness and sustainability. These considerations touch on both social and technical aspects of urban planning.

We need to draw attention to the challenges urban planning faces, such as access to public spaces, energy consumption and citizens' rights. Unfortunately, an example of inefficient planning, was a tragic wildfire event in Greece, in the Attica region, that caused over 100 casualties because people couldn't access the beach due to privatisation and other factors. By using this example, we need to stress the importance of public space and effective emergency planning in building resilience. Lastly, the EU policies aim to leverage the beauty of cities, accessibility and green spaces to create urban resilience, and Glasgow has been recognised for integrating these key social issues into its urban design.

DR:

Without a doubt, there is the critical need to have a fundamentally healthy society if you want to build resilience, using the analogy that just as it is difficult to get fit if one is fundamentally unhealthy, it is challenging to foster resilience without a foundation of equality and inclusivity. There is a significant concern about the increasing disenfranchisement of large portions of the community, and not just minorities, that undermines societal cohesion. We also need to point out a paradox: while resilience has been a topic of discussion for many years, societies now seem more fragile, fractured, and vulnerable than they were decades ago. This divergence between the concept of resilience and the reality of societal fragility highlights a disconnect that needs to be addressed, particularly in terms of inclusivity and trust. This aspect of the conversation underscores the critical role of social cohesion in building a resilient society.

The discussion brings to mind several thought-provoking quotes that highlight the critical failures in response to impending disasters and crises. The first quote by Boin and t'Hart emphasises that many man-made disasters are preceded by a period of warning, during which policymakers either misinterpret or ignore signs of impending danger. This suggests that when crises occur, they often could have been prevented if the warnings had been acted upon. Similarly, Charles Perrow's work on "normal accidents" (e.g., the Three Mile Island incident) points out that disasters often result from a combination of ignored warnings, unnecessary risks, sloppy work and deception. This aligns with the argument that the environment leading to crises is often shaped by these preventable failures.

The reference to the phrase "NYTO" (Not in My Term of Office) by Lord Toby Harris (Chairman of the National Preparedness Commission) reveals a common attitude among leaders where long-term risks are ignored or deferred for political convenience. This approach, though part of the democratic process, creates challenges for addressing systemic issues like climate change or disaster preparedness, as immediate political cycles often do not align with the long-term needs of society. We need to acknowledge that the democratic process inherently comes with certain limitations, including the tendency for politicians to focus on short-term outcomes, which hinders effective long-term planning for resilience and crisis management. Finding a way to work around these political constraints is seen as essential to building systems that can effectively manage and mitigate future risks.

CF:

The ongoing challenges of addressing complex issues within the constraints of political systems are a major issue. On the one hand, there might have been a wealth of knowledge developed around systems thinking, complexity, and resilience, however, on the other hand, it is not being effectively applied due to the limitations of politics. Political systems, especially in the UK and many other countries, are not agile or capable of long-term planning needed to tackle issues like climate change. These systems fail to support complex approaches and cannot respond swiftly or plan progressively.

Sadly, most disasters particularly those called 'natural ones', are not due to the inherent nature of the hazards but because of political failure—like in the case of Mount Pelée in Martinique, where political leaders ignored warnings and failed to evacuate in time, resulting in catastrophe. This underlines the deeper issue that political decisions and the inability to act on complex, long-term challenges are often at the heart of disaster responses and resilience-building failures.

Ian's Betts comments:

It is fundamental to highlight the importance of paying attention to warnings and the political and ideological biases that often hinder effective decision-making. The acknowledgment that warnings are routinely ignored despite their clear presence underlines the human tendency to avoid addressing uncomfortable truths until it's too late. This is particularly true in the context of global crises, where political interests and biases can obscure the clarity of impending dangers.

The point about COVID-19 not being a particularly severe pandemic in terms of morbidity (compared to something like Ebola) adds a sobering perspective. While COVID-19 had a much lower mortality rate, its rapid spread and the inability to adequately prepare for such an event demonstrate the fragility of our global readiness systems. It highlights the fact that pandemics of varying severity have the potential to cause significant disruption, and we were not prepared for this relatively "mild" pandemic.

The focus on risk management and preparedness — using guidelines like those from the National Preparedness Commission — offers a clear pathway for addressing resilience and building more robust systems in the face of future risks. However, it ultimately comes down to whether people, especially those in positions of power, are willing to listen to the warnings, take the necessary actions, and accept the responsibility to act before a crisis becomes a disaster.

VULNERABILITY
AND RESPONSIBILITY

DB:

This discussion weaves together themes of urban resilience, democracy, and the challenges of addressing global issues like climate change within cities. The importance of cities as places for people to gather, collaborate, and generate solutions, drawing from historical examples such as ancient Greek city-states, where the fundamental question of "How should we live together?" shaped civic discourse.

A key point is the idea of cities as complex ecosystems, where diverse actors (universities, businesses, public institutions, and the general population) come together. These interactions are viewed as vital for creating solutions to issues like climate change, which is less about science and more about social psychology, institutions, and individual agency. People are often less concerned about climate change than other immediate risks, like crossing a street, illustrating the challenges of motivating action in the face of long-term, large-scale issues. We need also to highlight the importance of data-driven approaches in public health, noting that cities often have a wealth of historical data (like parish records) that can help us identify patterns related to public health and social determinants. The intersection of data science and public engagement is viewed as a powerful tool in crafting more resilient cities.

However, identifying solutions to complex issues like automation and climate change may not be new. Many of these problems have been addressed before through concepts like universal basic income or public health frameworks. These challenges ultimately come down to issues of power, control, and democracy, which are fundamentally understandable and timeless despite the complexity of the modern world. Finally, the conversation underscores the importance of grounding resilience efforts in the lived experiences of communities. Practical, tangible improvements — like reducing street flooding or creating community green spaces — are essential in fostering hope and trust in larger policy measures, especially in times of crisis.

Without this connection to people's everyday lives, the resilience agenda risks may become disconnected and abstract, existing only in "PowerPoint presentations" rather than in meaningful change.

DR:

It is important to underscore the historical perspective of cities, drawing a connection between the Greek city-state and modern urban environments. While ancient Athens is often seen as the birthplace of democracy, it was also criticised by its inhabitants for being a centre of degradation, corruption, and disarray. This tension between progress (in culture, art, and technology) and the challenges of urban living — such as traffic, crime, and social discord — has been a constant theme throughout history. Even in the ancient world, cities have always been simultaneously sources of advancement and centres of problems that people are quick to criticise.

The conversation shifts toward the issue of institutional failures, specifically referencing nuclear disasters like Chernobyl, Three Mile Island, and Fukushima. A critical point was raised by Kiyoshi Kurokawa, who wrote the official report on Fukushima. Kurokawa argues that Fukushima was not a natural disaster, but a man-made one caused by people making poor decisions. This theme of human error — even when the consequences are well-known — is extended to other high-profile disasters, such as Grenfell Tower in London or the Boeing 737 Max crashes. Hence, these disasters are often the result of people in positions of power making bad decisions, despite knowing the potential risks.

In both the context of cities and disasters, the theme that emerges is the failure of institutions and people to adequately address risks and manage challenges, even when warnings and evidence are available. This can be described as the broader struggle of cities and societies to navigate the tension between progress and the complexities that come with rapid development and change.

The main point is that we need to understand as Professor Carina Fearnley and Professor Ilan Kelman well put that disasters are not the result of natural events themselves, but rather a failure to be prepared for them. Using Hurricane Katrina as an example, Professor Ilan Kelman emphasises that the event itself (the hurricane) wasn't the disaster—rather, the disaster was the lack of preparedness from New Orleans and federal agencies to respond effectively.

CF:

It is essential to emphasise a significant movement led by Professor Ilan Kelman that challenges the common belief in "natural disasters." According to this perspective, there are no such things as natural disasters; rather, natural hazards exist, but the disasters themselves are the result of human actions. This could involve decisions like building cities in risky areas or failing to adequately prepare for foreseeable events. The key idea is that humans have the responsibility and accountability to plan effectively and mitigate the impact of these events. By reframing the narrative around "natural disasters," the focus shifts to the need for proactive, responsible planning to minimise harm.

KK:

I had the great pleasure of working with cities, particularly in Europe and the Middle East, as well as in regions experiencing climate risks, such as drought, heat, and wildfires. One great example involves thirteen regions in the Mediterranean that are collaborating to address these risks with a focus on governance, policy, and developing common projects. These regions are vulnerable due to significant and rapid climatic changes. We also need to highlight the importance of resilience planning, citing the City Resilience Framework (CRF) and the Chief Resilience Officer (CRO) positions, which many cities have adopted to integrate resilience into urban planning.

However, there is a big problem that we need to address, which is the "one-size-fits-all" approach to regulations in many cities, especially mid-sized ones. Despite having frameworks like the CRF in place, cities are often not integrating them into mainstream urban design. Instead, resilience planning remains an add-on rather than a core component of urban management.

For instance, in a Greek city, there is a notable tension between transitioning from coal-based energy to cleaner alternatives, while facing political pressures to adopt natural gas as an intermediate solution. This situation presents a challenge to the city's long-term resilience. She underlines that investing in natural gas would lock the city into a reliance on fossil fuels for decades, undermining its efforts to become Net Zero by 2030. Despite this, the local authorities are being pressured by the national government to pursue natural gas, illustrating the complex dynamics of resilience planning in practice.

This example illustrates the difficulty of aligning local and global resilience goals, particularly when political and financial pressures hinder the adoption of sustainable solutions. Therefore, it is urgent to provide local authorities with the tools and support to make better, more resilient decisions, showcasing both the potential for success and failure in resilience-building efforts.

GOVERNMENT AND COMMUNITIES

DB:

It is vital to highlight the urgent need for cities to secure large-scale investments to become more resilient to climate change and reduce carbon emissions. While traditional public funding will continue to be pursued, cities are increasingly seeking private capital, though this approach is unfamiliar and needs to be managed carefully to protect taxpayer funds. On the one hand, the challenge is particularly difficult in areas like climate change adaptation, which is harder to price adaptation measures that are often based on future cost avoidance and risk mitigation. On the other hand, collaborating with the insurance industry may help address this challenge. In fact, a recent report on the economic value of natural resources, like oceans, underscores the complexities of pricing environmental assets that cross national boundaries. While similar infrastructure challenges were addressed in the past, the urgency of climate action requires quicker solutions.

The concept of "placemaking" is introduced, emphasising co-creating spaces with communities to solve sustainability and resilience issues. We should compare resilience efforts to public health interventions, using a "ladder of effectiveness" to illustrate those decisive actions, sometimes limiting freedoms, are necessary for real progress. Finally, what matters the most in achieving resilience will require broader public engagement and political compromise, acknowledging that there will be differing views among the public, making politics a crucial part of getting things done.

DR:

The conversation moves forward on finding ways to create community resilience, a topic of focus for the upcoming session. James Arbuthnot's report on the UK's preparedness for major crises, emphasises the need for resilience at the community level. It is crucial to reflect on the initial response to the COVID-19 pandemic, where most people believed that communities would lead the response, with the government providing support. However, this concept didn't fully materialise.

Then, the issue of monetisation arises, where there has been a deep concern about short-term commercial interests undermining long-term resilience efforts. This is exemplified by the increasing push for deep ocean mining, which poses significant environmental risks without fully understanding the potential consequences. We need to understand that the real problem behind climate change is human greed and stupidity, rather than the climate itself, highlighting that addressing these issues is crucial to effectively tackling climate challenges. Finally, we should stress the global community's role in fostering resilience, with cities playing a significant part through various networks, programmes, and initiatives. This can be achieved by setting to continue with broader reflections on how to bring global efforts together for resilience.

CF:

We should highlight several lessons learned from the COVID-19 pandemic, particularly regarding the importance of including a broad range of disciplines in emergency response. It is noteworthy that in many countries, the response was dominated by scientific expertise, while emergency managers and other relevant fields were not adequately integrated. In contrast, countries like New Zealand excelled by clearly communicating expectations and engaging a variety of societal sectors, including governments, businesses, and communities, to develop effective policies.

We should also praise the Danish Town Hall system, which involves citizens in decision-making, as well as the UK's "Wiser" programme that engaged people across the country in discussions on political and scientific issues. These co-productive approaches, where different experts and communities work together, are seen as vital in fostering understanding and finding solutions, even if they don't result in complete consensus.

A key point we need to emphasise is the distinction between "risk" and "uncertainty." We argue that the real challenge lies in dealing with uncertainty, which involves elements of risk, ambiguity, and ignorance. We should also stress the importance of bringing together diverse stakeholders to discuss and explore these uncertainties in order to truly address complex challenges. Finally, we conclude that simple risk assessments are insufficient, as they do not capture the full complexity of the issues at hand.

DR:

It is evident that the importance of using the right tools to address complex challenges like climate change and other planetary issues can make a big difference in building resilience. However, there is a great concern that current tools, both technically and conceptually, are inadequate for such large-scale problems. For instance, a "near miss" event, such as a major crisis like COVID-19, could have been a valuable learning opportunity. However, instead of coming together to take collective action on a global scale, the response to such challenges has often been fragmented or ineffective. This missed opportunity underscores the need for better preparedness and cooperation when facing global risks.

FINAL THOUGHTS

DB:

It is crucial to point out the importance of peer learning among cities, highlighting networks like C40 and the Resilient Cities Network, where mayors and city staff come together to share knowledge and address common challenges. They discuss the need for cities to work collaboratively, both among themselves and with national governments, to tackle planetary challenges. In addition, we should highlight Glasgow's upcoming 850th anniversary and its efforts to engage citizens in co-creating the future of the city. This truly makes a big difference in how past social changes, such as the acceptance of gay marriage and women's equality, have made the city more resilient and inclusive. Finally, we can conclude by stressing the value of active democratic engagement with communities as key to building a more resilient city.

KK:

Some final key points about resilience and climate action can not only be depicted in a technical matter but also in a political one, involving democracy, choices, and collaboration. Achieving global goals like the 2030 and 2050 climate targets, highlight the discrepancy between these goals and actual progress. To bridge this gap, we need to advocate for a review of governance processes and systems, including the role of Chief Resilient Officers. It should be our top priority to call for better mainstreaming of these processes and tools, and for political and technical staff to understand and incorporate them effectively. Despite available financial resources, transformational projects often fail to materialise due to insufficient consultation, participation, and political will. In conclusion, we should support and urge collective action in order to ensure political leaders and technical experts work together to make these goals actionable and impactful within national and subnational administrations.

DR:

We are all aware that while policies, ambitions, mission statements, and vision (such as those for 2030) are important, they often lack the necessary structure and methodology for effective implementation.

The ISRM's role is mainly focused on supporting structured and effective development. Drawing on concepts from the 'Ideas of Rick Weber', we see that solutions to complex issues are not necessarily right or wrong but rather useful or not useful. The goal is to help create solutions that are genuinely useful and contribute to meaningful progress. If this support is provided, then they will have succeeded in their mission.

CF:

In summary, we should emphasise the importance of warning systems as a crucial tool for building resilience. Warnings should be seen as an empowering and inclusive social process for all individuals. Effective resilience requires working across both institutional and hazard-related silos. For example, experts in Warning systems like Professor Ilan Kelman and Dr Mickey Glantz both highlight that the people who need early warning system information should be involved in the design and operation of those systems from the start, not just at the end. We can see that many communities around the world are already building resilience locally, with active participation from the most vulnerable people. This involvement ensures that warning systems are functional, sustainable, and tailored to the needs of the community. Ultimately, vulnerable populations or their representatives should be the key decision-makers in developing these systems.

DR:

All in all, when I was conducting my PhD project, which was based on a command-and-control approach to a more supportive and adaptive model, it allowed me to draw inspiration from lessons learned after Hurricane Katrina back in 2005. Therefore, as we can all see, this is an ongoing conversation that requires mutual support and contributions from a wide range of expertise in the field of resilience. The Institute of Strategic Risk Management as a global institute in risk and security management, we look forward to receiving your contributions that could be showcased in a special edition of the ISRM Journal. I do hope that this session leaves everyone inspired and with a renewed belief in your ability to make a difference, despite the challenges within your organisations.
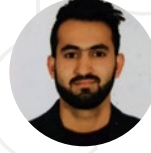
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ABOUT THE ISRM GLOBAL URBAN RESILIENCE PROJECT

The ISRM Global Urban Resilience Project was developed out of a series of papers written together with the International Federation of the Red Cross / Red Crescent Societies, and more recently in partnership with the National Preparedness Commission.

It is designed to bring together academics, policy makers and practitioners from across the global urban resilience and major city management spectrum to facilitate action-oriented dialogue and interaction from multiple perspectives.

The launch of the ISRM Management Award in Global Urban Resilience and Major City Management in May 2024 set the foundation for the latest series of programmes, based on the 130 participants from over thirty countries who participated in the programme.

For more details on the Global Urban Resilience and Major City Management project, or to discuss how you can be involved, please contact

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