Global workshops on the dependency of global supply chains on critical infrastructure resilience

Workshop Summary
**About the Resilience Shift workshops**

The main objective of a planned series of Resilience Shift workshops is to engage with senior industry stakeholders across the food supply chain, on the topic of how the supply chain depends on critical infrastructure to be resilient. The purpose is to explore how infrastructure systems might be impacted by a range of possible shocks and stresses, how various decision makers would respond and what the consequential cascading effects of those decisions would be. The intention is that the workshops will provide the basis for multi-stakeholder learning and collaboration.

Workshops will be held in the following locations:

- Manchester, United Kingdom
- New York, USA
- San Francisco, USA
- Johannesburg, South Africa
- Madrid, Spain
- Hong Kong
- Brisbane, Australia

The objective of the workshop is to provide participants with the opportunity to explore real challenges within their sector and bring together key stakeholders, encouraging inter-sector collaboration and communication.

**What is the format?**

The workshop will be in two parts.

Session 1 will focus on setting the context and creating a shared understanding of resilience and critical infrastructure.

Session 2 focuses on identifying actions in response to the feedback from Session 1.

The format provides a means for participants to engage in reflective and challenging discussions about their sector and to productively explore how to engender change.

**About the Resilience Shift**

The Resilience Shift was established in 2016 to address the recommendations set out in the Lloyd’s Register Foundation’s ‘Foresight review of resilience engineering’ to improve the resilience of critical infrastructure. The initial 5-year programme is funded by Lloyd’s Register Foundation, with Arup as host institution.

Our aim is to create a safer and better world. To achieve this, we must re-orient professional practice from a focus on infrastructure as an asset, to a focus on infrastructure as part of a system that provides services under both ordinary and extraordinary circumstances.

**This will require a change in mindset, education and practice. The Resilience Shift aims to achieve this through working towards the following outcomes:**

- A common understanding of sectors as global systems and their effect on resilience of society
- Adoption of dynamic, performance-based (resilience-based) design approaches in broad practice
- Adoption of transformative technologies that facilitate critical system functionality
- Integration of systems-thinking and resilience concepts into the education and understanding of practitioners
- Adoption or use of tools to value resilience and realise resilience value across the project lifecycle
- Use of integrated systems approaches for critical infrastructure systems

**About Arup**

Arup is the creative force at the heart of many of the world’s most prominent projects in the built environment and across industry.

We offer a broad range of professional services that combine to make a real difference to our clients and the communities in which we work.

We are truly global. From 100 offices in 38 countries our 11,000 planners, designers, engineers and consultants deliver innovative projects across the world with creativity and passion.

Founded in 1946 with an enduring set of values, our unique trust ownership fosters a distinctive culture and an intellectual independence that encourages collaborative working. This is reflected in everything we do, allowing us to develop meaningful ideas, help shape agendas and deliver results that frequently surpass the expectations of our clients.
What is expected of participants?

Participants should hold senior roles in their organisations and participate in both sessions for the workshop format to be effective. There is no charge for participation or any requirement to commit to specific future activity. However, it is part of the Resilience Shift’s agenda to support the development of communities of practice and increase collaboration on resilience-focused activity. An ambition of the workshops is to help facilitate collaboration and shape possible pathways forward.

Who is leading the Resilience Shift workshops?

**Darren Briggs**
Contact: Darren.Briggs@arup.com

Darren is a logistics consultant and Associate Director in Advisory Services at Arup. Darren’s main area of expertise is advising on operational requirements and improvements in the built environment, covering construction and new or existing site logistics operations. He has worked on a variety of projects, both in the United Kingdom and internationally, covering most aspects of operations.

**Dr Juliet Mian**
Contact: Juliet.Mian@resilienceshift.org

Juliet is the Technical Director of the Resilience Shift, with responsibility for the overall co-ordination and delivery of Resilience Shift funded activities under the guidance of the Resilience Shift Programme Director and Programme Board. Juliet is an experienced civil engineer, with over 20 years’ experience working across multiple infrastructure sectors around the world. In Juliet’s ‘day job’ she leads multi-disciplinary teams to advise infrastructure clients on their resilience challenges, with a particular focus on existing road and rail systems facing weather, climate change and other threats.

How do the workshops fit into the Resilience Shift programme?

The Resilience Shift aims to build resilience within and between key critical infrastructure sectors. These workshops are being run as part of the Resilience Shift Project ‘Dependency of global supply chains on critical infrastructure resilience’. The workshops will provide the Resilience Shift with an understanding of any gaps or opportunities within the food logistics sector in terms of helping it meet current and future challenges related to the resilience of the critical infrastructure (ports, shipping, road, rail, energy, storage) on which it relies.

This work is part of the Resilience Shift workstream *Resilience within and between critical infrastructure sectors*. Projects in this workstream engage with sector experts in order to test ideas about design and engineering to protect, provide and connect, rather than to build and operate a specific asset. They allow us to explore the challenges to and impact of considering sector infrastructure as part of a larger system and to explore how dependencies with other assets and sectors affect resilience.

During the workshops facilitators will lead participants through a series of group and plenary discussions, working towards the insights and outputs.
INSIGHTS:

- Increase in shared understanding of each stakeholder's ability to respond to a range of shock and stresses, including how key players think the resilience of critical infrastructure is in the food supply chain.
- Identification of key policy/planning/design constraints and gaps in the industry’s availability to respond.
- Identification of possible actions and owners of actions to respond to constraints.
- Identification of possible ideas which the Resilience Shift could support such as if there is an evident and unmet need to improve the resilience of critical infrastructure supporting the food supply chain.

OUTPUTS:

- Report of findings for online publication.
- Findings will be further published in academic and industry forums.
- Participant agreement on priority actions to increase sector resilience.
- It is anticipated that additional outputs will be identified as part of the preparation process with participants.