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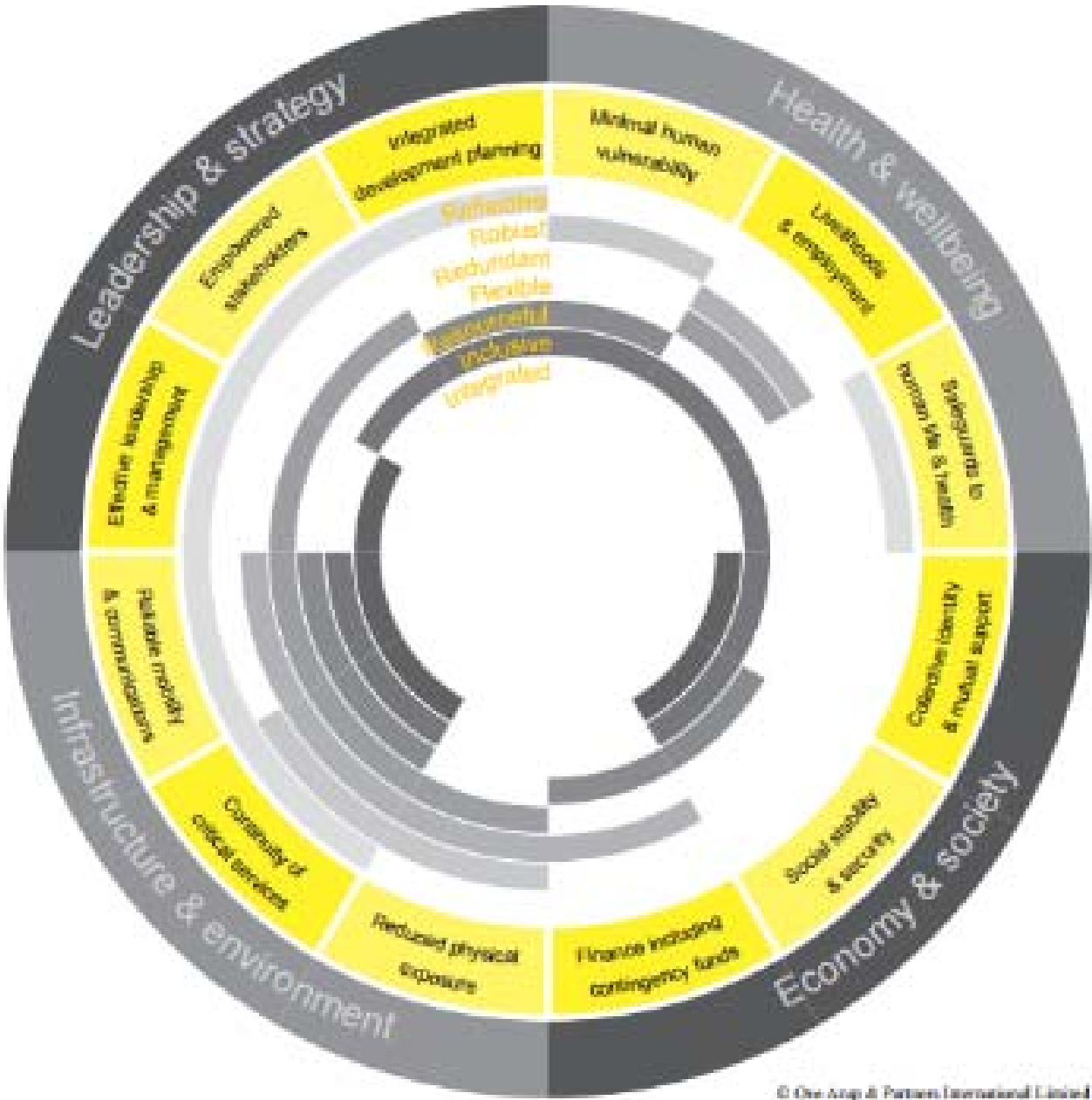
Resilience in the Round: How ready are our Water companies?

23rd May 2018

Overview

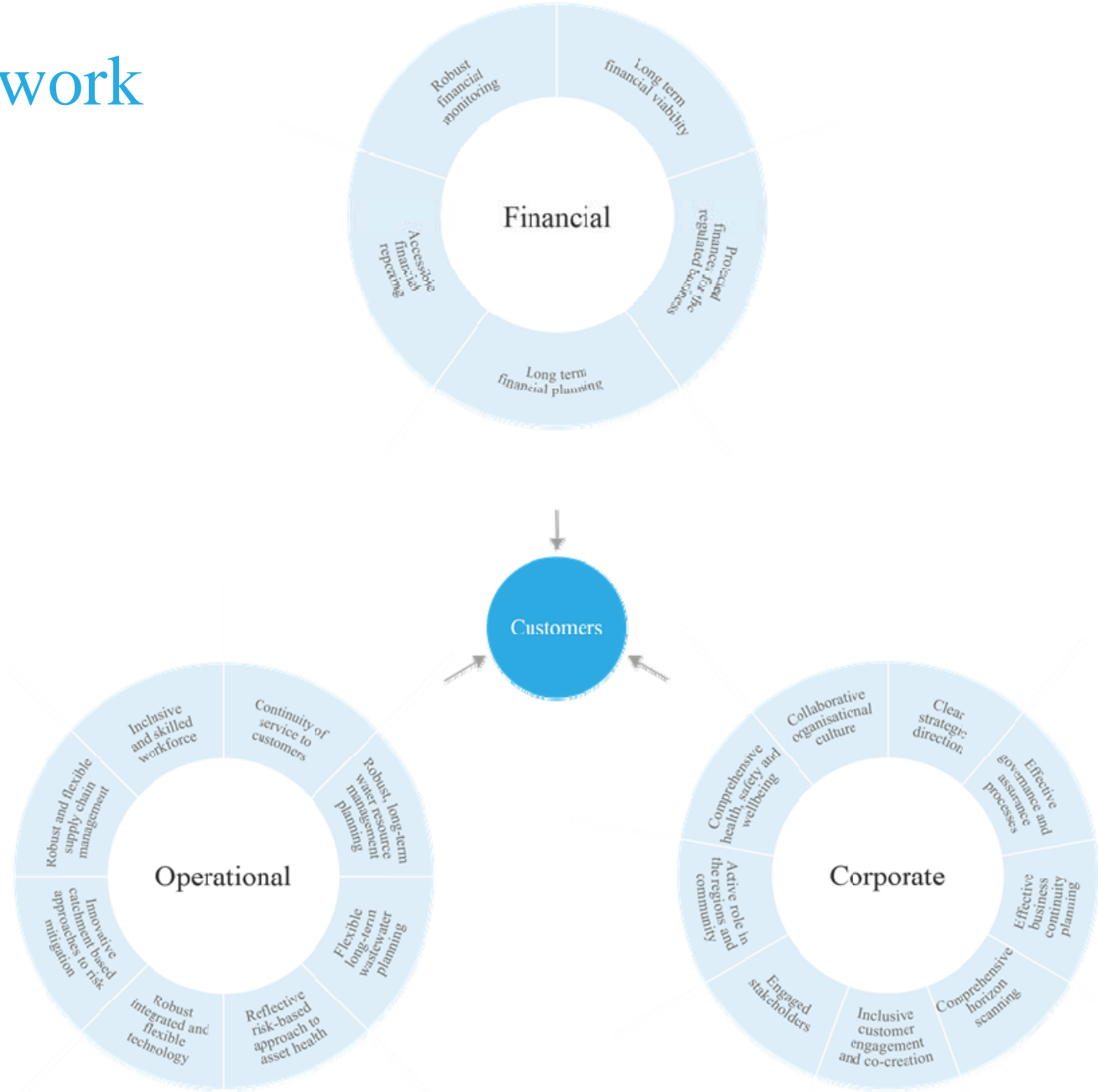
1. Some context
2. Some findings
3. So what? What next?

Context



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Our Framework



Stress testing: shocks and stresses

Shocks	Stresses
Water supply contamination	Demographic change
Supply chain failure	Urban creep
Temperature extremes	Skills shortages
Environmental pollution	Financial crisis
Cyber attacks	Changing regulation, and policy
Power outages	Lifestyle change
Asset failure	Land use change
Flooding	Environmental change inc. invasive species
Dam failure	Inequality
	Ageing infrastructure
	Digital revolution
	Climate change
	Leakage



Findings: common strengths

Front of mind thinking - things that have happened

- Flooding
- Droughts
- Physical security



Source: <http://thefloods.gloucestershirelive.co.uk>

Findings: common strengths

Things were there is legislation or clear statutory guidance, for example:

- Health, safety and wellbeing
- Water Resource Management Planning
- SEMD
- Financial monitoring

Emerging guidance may lead to common strengths, e.g.

- Drainage and Wastewater Management Planning
- Water trading

Findings: opportunities for learning amongst companies

- Short-term risk and risk mitigation
 - Risk management
 - Business continuity
 - Asset health
 - Continuity of supply to customers
- Catchment management
- Accessible financial reporting

Findings: The long-term

- Horizon scanning
- Long-term financial viability
- Adaptive pathways in long-term planning

Global Risks Interconnections Map 2018, World Economic Forum

Findings: Governance for resilience

- Who owns resilience?
- How to develop new business models to enable partnerships required?
- Decision-making across different areas

Findings: Innovation and change capability

- Being ready to adapt at board level
- Being willing to fail fast, fail early and learn
- Putting people at the heart of change programmes



Findings: Customer engagement

- The first rule of resilience is don't talk about resilience.
- How do you account for future generations when customers are not generally interested in the long-term?
- Customers won't get as excited about the details of what you are planning as you do, but do want to engage in a conversation about their futures

So what? What next?

- Long-term thinking and planning
- Adaptive delivery with partners and customers
- Great opportunities to share learning from other companies, and also to share global cross-sector learning