

# Resilience: a multi-stakeholder perspective

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# Resilience characteristics

Resilience as **resisting** in response to influences

Resilience as **recovering** in response to influences

Resilience as **changing** in response to influences

# Purpose

# Time

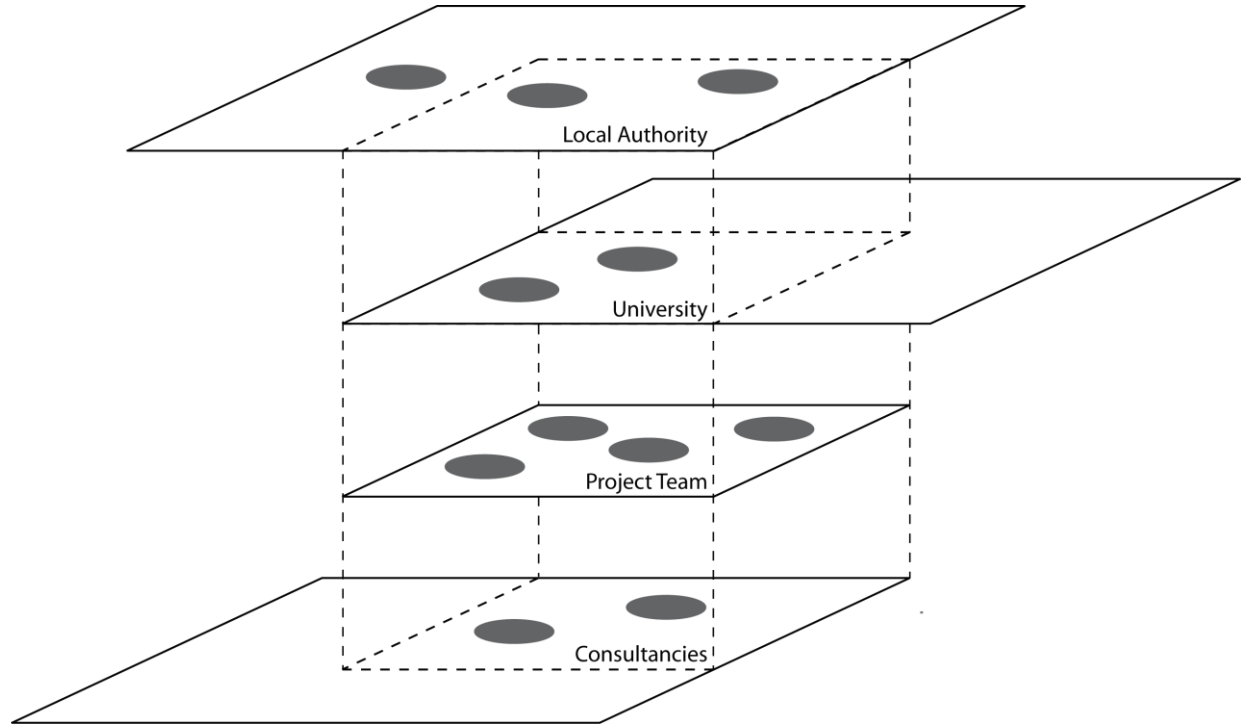
# Change

# Method

11 participants

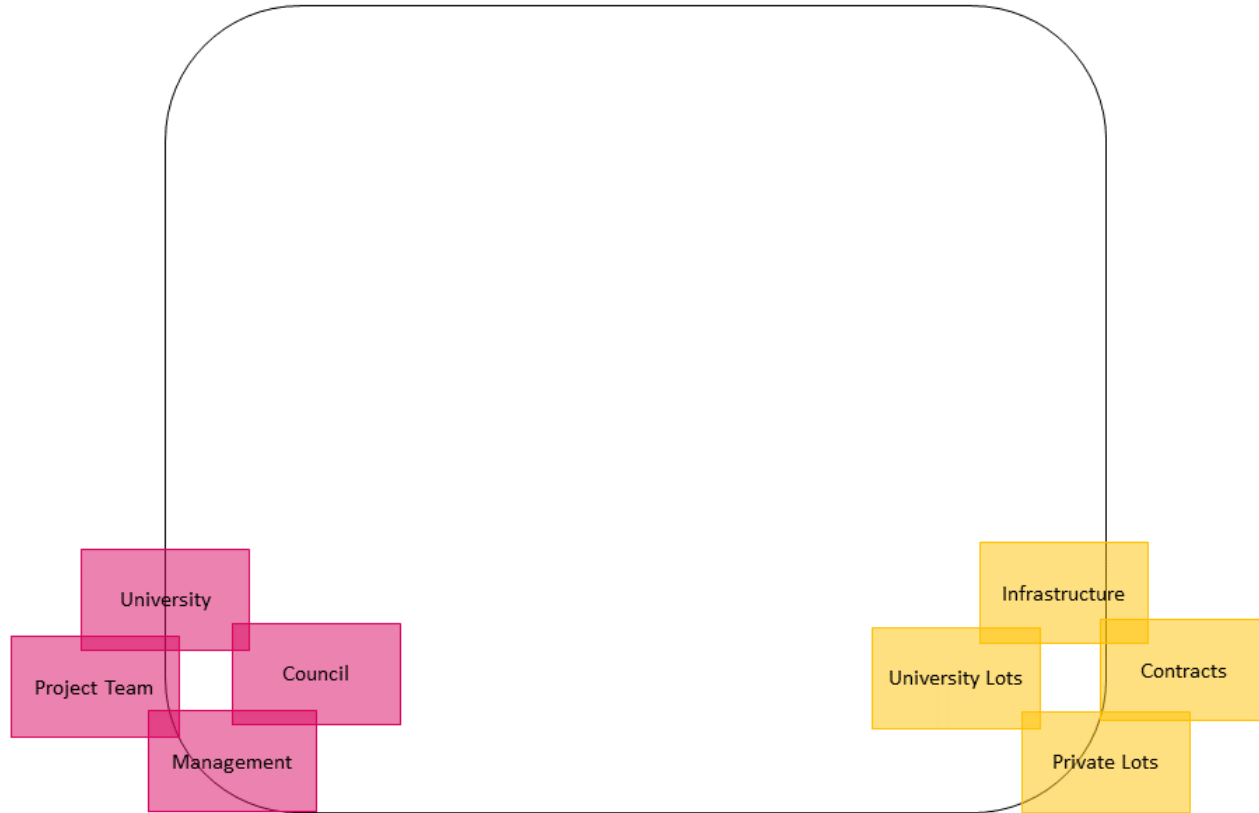
53 minutes on average

60,000 words of transcript



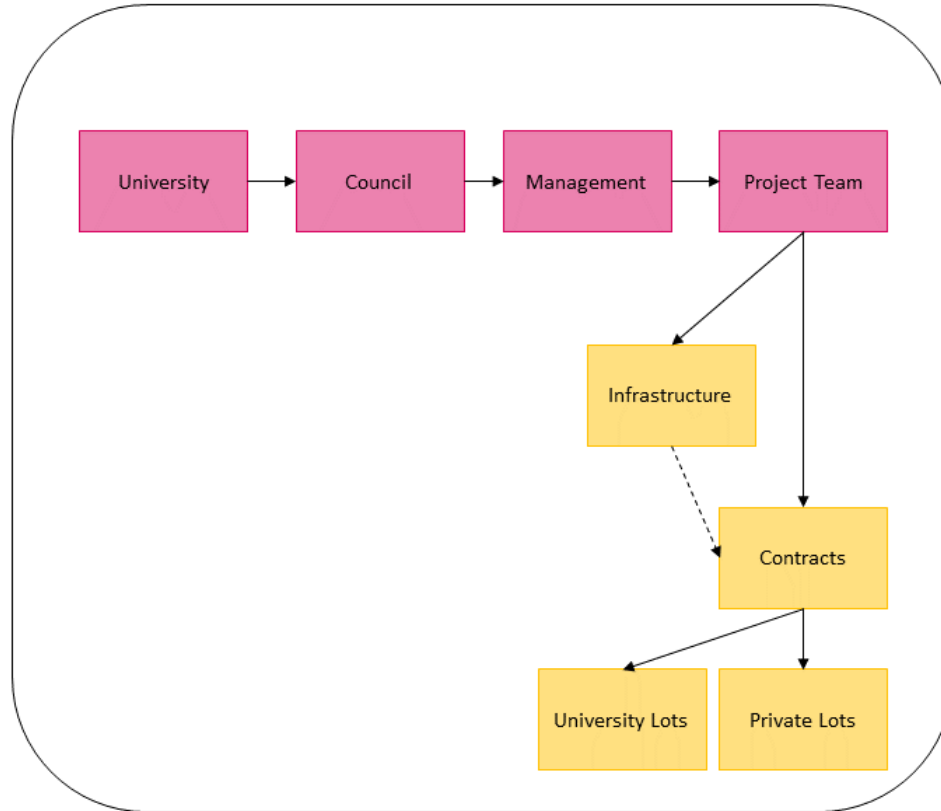
## The Development Site

Purpose: to provide affordable, quality residential accommodation for university staff.



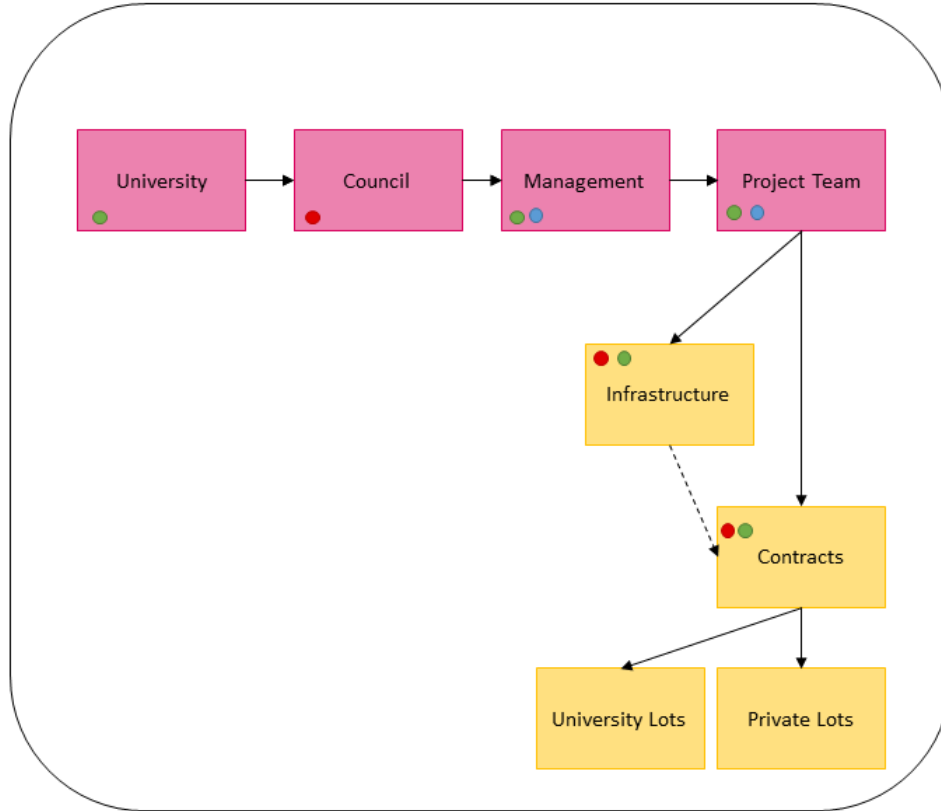
## The Development Site

Purpose: to provide affordable, quality residential accommodation for university staff.



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Resist

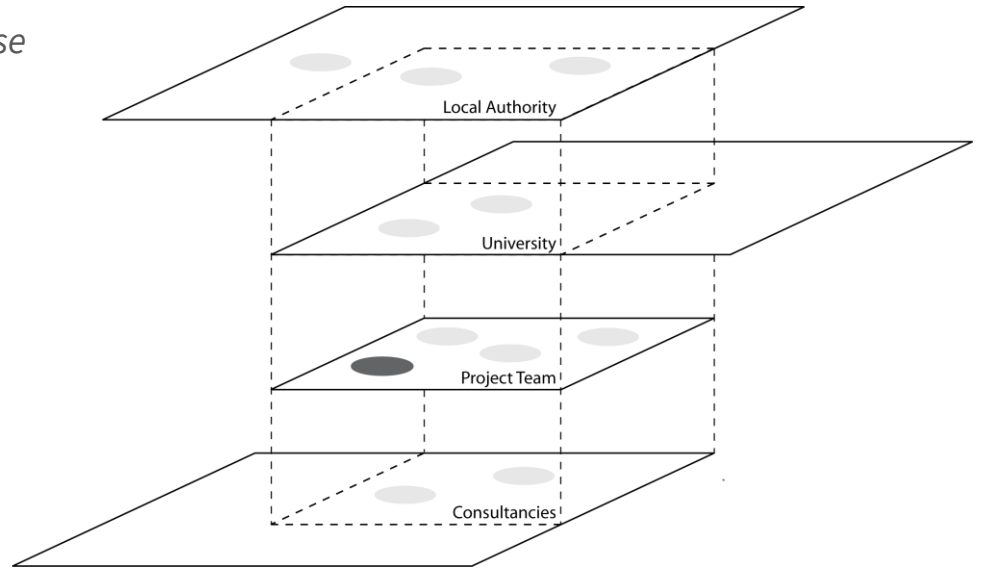
Recover

Change

# Purpose: product level

To provide accommodation for staff that will enable the University to maintain its world class research position.

*'I think that's quite straightforward. The main purpose is to provide affordable, quality residential accommodation for University staff.'*

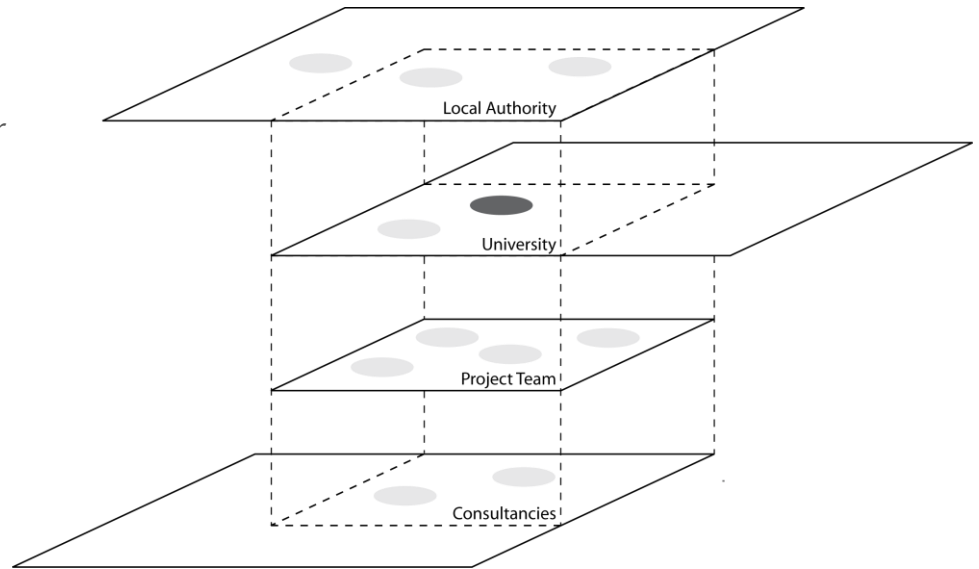




# Purpose: product owner level

To maintain outputs of the University's research, which are ideas and people.

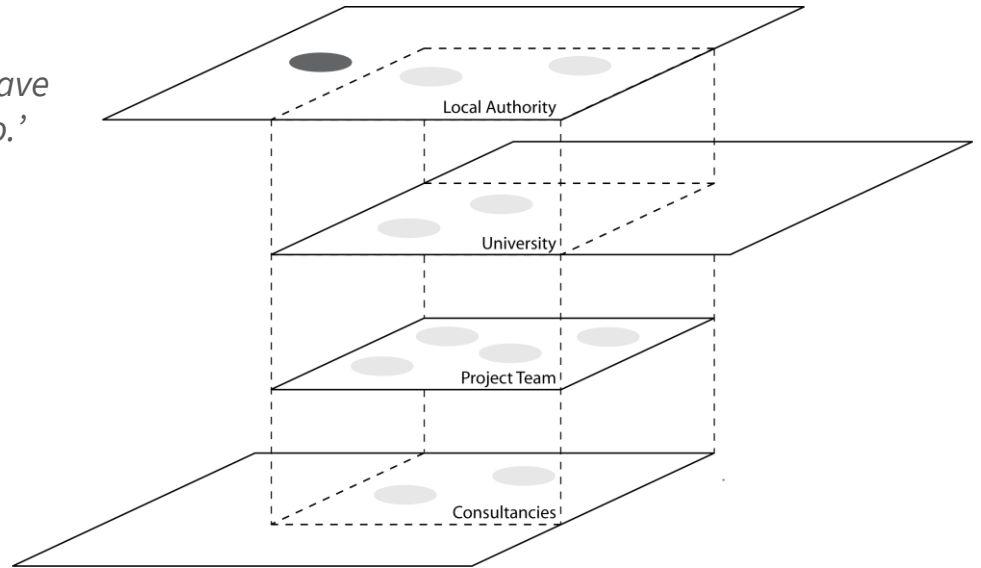
*'Whatever kind of institution we are in 50 years, the development will add to the strength of the University because it's a fantastic resource. Either for places to live, for places to work or as a source of income. It really doesn't matter. In any of those modes, it's making the University more resilient.'*



# Purpose: super-system level

To retain a small city character.

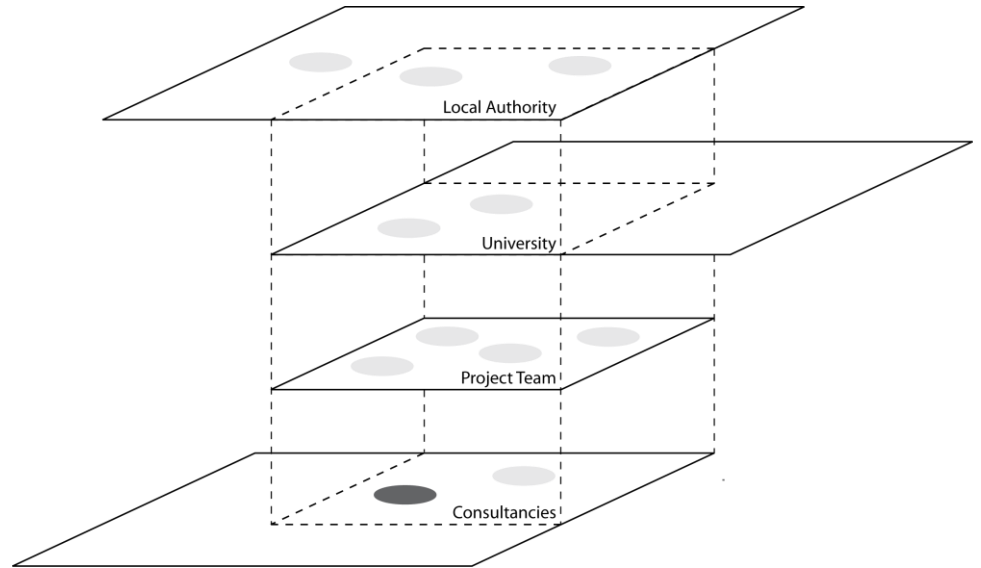
*'I think that cities are rather like human beings, they have intrinsic value and intrinsic worth. They don't have to be justified by what they do or what they aim to do.'*



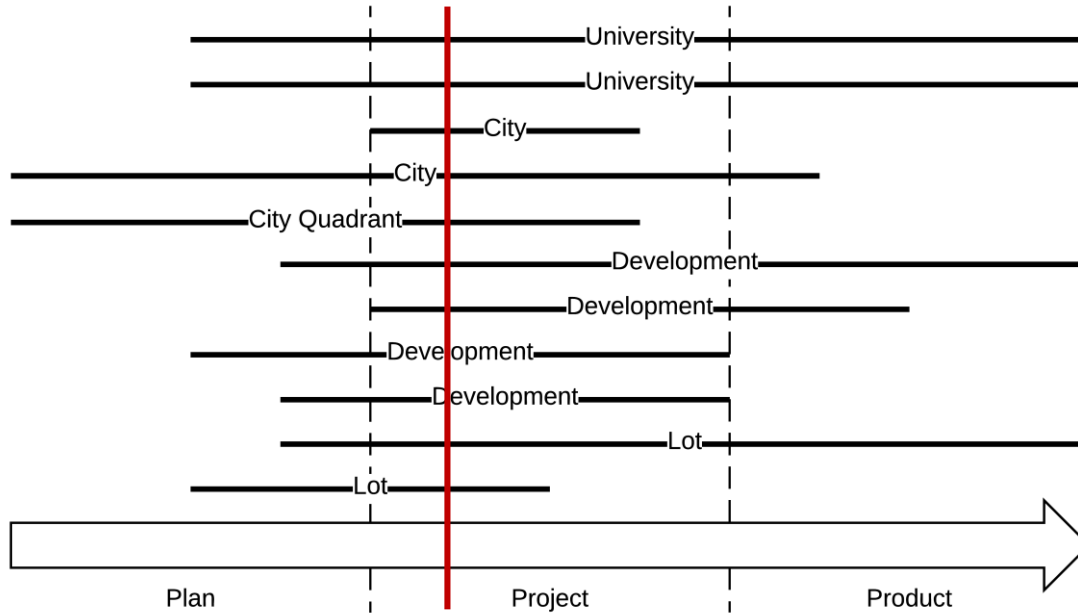
# Purpose: sub-system level

A network of spaces to support vibrant, communal life.

*'If you're talking about long-term resilience, in a traditional city, the spaces generally survive and the buildings get changed.'*



# Time: participant roles

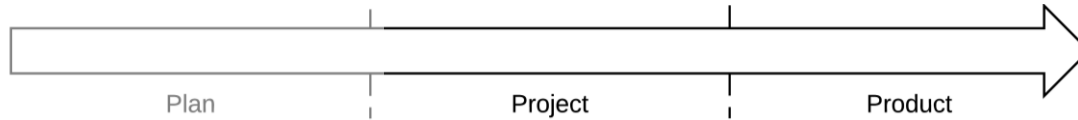


# Time: participant perspectives



*'We're looking to develop a plan that is resilient and can accommodate change over time.'*

# Time: participant perspectives



*'I think most of the resilience for the project comes from the university. But, as a place, when it's built, the resilience will come from the residents and some of the organisations that are working on the ground.'*

# Time: participant perspectives



*‘Clearly the best resilience comes when all the infrastructure we’ve put behind it is working efficiently and effectively. So that’s really when the scheme is built out.’*

# Change: social and technical systems

Resilience characteristic	Social system	Technical system
Resist	50%	50%
Recover	60%	40%
Change	60%	40%

Table showing distribution of resilience characteristics assigned by participants



# Change: contrasts between ‘people’ and ‘things’

Social systems are central to resilience

*‘So for me there's no question about it, it's the people, people, people. I mean, obviously you have to have the thing, you can't go without any things.’*

Technical systems are the ‘end product’ or ‘structure’ created by social systems

Change in social systems leads to change in technical systems

Social systems can thrive despite ‘bad’ technical systems

# Change: contrasts between ‘people’ and ‘things’

Social systems are central to resilience

Technical systems are the ‘end product’ or ‘structure’ created by social systems

*‘The people manage the things, so the people will make the things happen, and the things will eventually decay and break down.’*

Change in social systems leads to change in technical systems

Social systems can thrive despite ‘bad’ technical systems

# Change: contrasts between ‘people’ and ‘things’

Social systems are central to resilience

Technical systems are the ‘end product’ or ‘structure’ created by social systems

Change in social systems leads to change in technical systems

*‘If you change people's attitudes and the facilities through which those attitudes and decisions and ambitions can be articulated, everything else flows from it. But if you start saying we should have more resilient buildings you're looking up the wrong end of the pipe.’*

Social systems can thrive despite ‘bad’ technical systems

# Change: contrasts between ‘people’ and ‘things’

Social systems are central to resilience

Technical systems are the ‘end product’ or ‘structure’ created by social systems

Change in social systems leads to change in technical systems

Social systems can thrive despite ‘bad’ technical systems

*‘If the infrastructure is rubbish you could still get a sense of community, but it might be in adversity.’*

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