

Innovative governance and resilience strategies

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Types of shock – sudden, environmental.



Types of shock – economic, cyclical

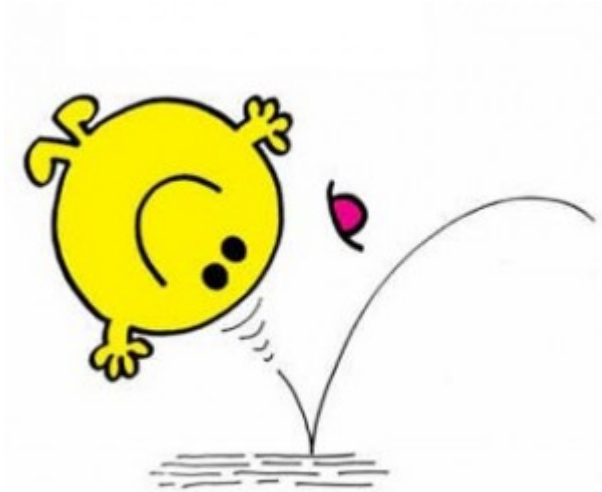


Long term / incremental – an aging population



Resilience

Don't bounce back



Bounce forwards



Basis for resilience



Findings in Europe from the 2008 financial crisis

- * Regions dependent on construction or agriculture were less resilient.
- * Regions strong in financial services or high technology industries were more resilient.
- * Regions with high levels of service industry were more resilient.
- * Regions with a lot of public sector jobs were resilient – until 2011.

Economic resilience messages

- * Public policy influences ability to recover.
- * A diversified business base promotes economic resilience.
- * Dependence on a few big firms or a single economic sector creates vulnerability.
- * Stable growth before a shock promotes resilience; fast growth points to vulnerability.

Resilience for whom?

- * A narrow economic focus on resilience, especially if just measured by GDP (rather than jobs), can mask negative social and environmental impacts.

The "NEW" New Orleans

While some are being lifted - others are being kept down

29% of White households earn over \$102,158

63% of public school students attend schools that meet state standards - twice as many as before the storm

Higher than the national average for business startups

The crime rate has dropped significantly

5% of Black households earn over \$102,158

37% of public school children still attend failing schools

The average wage for a New Orleans worker is still **6% lower** than the national average

Jail incarceration rate is still **3.5 times** the national average

African American households in the city earn less than \$20,432 annually

40%

46% of households are in middle- or upper-income brackets

Resilience needs innovation and strategy

- * To be resilient we need to **change**.
- * To change we need to **innovate**.
- * To innovate we need **ideas**, a **strategy** and the **capacity** to deliver (and evaluate).

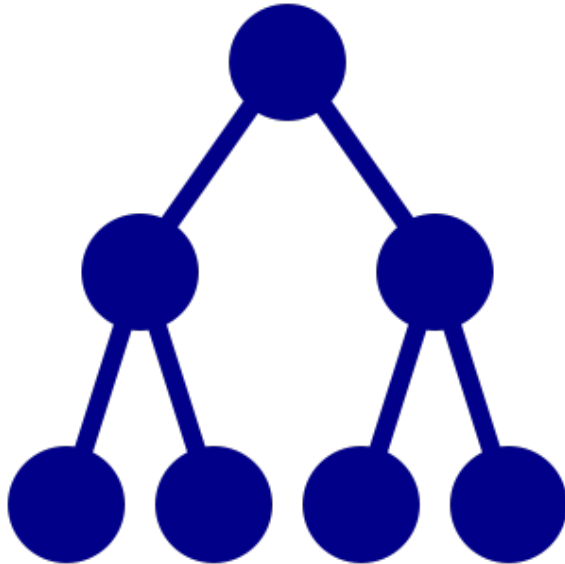


What is a strategy?

- * Builds on knowledge and evidence
- * Clear values and priorities
- * Keeps a focus on long term
- * Identifies and implements catalytic actions
- * Clearly communicated and widely shared.

Governance for innovation

How governments usually do things



How governments need to do things



Building Strategies

sensitivities.

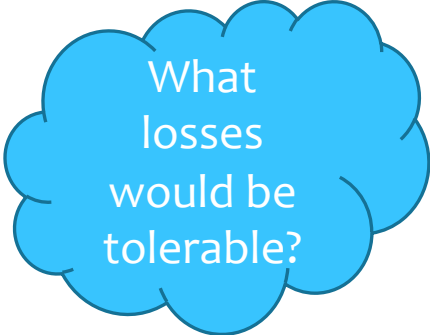
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Develop a matrix.

* Develop a matrix.

	Low vulnerability	Medium	High
Low sensitivity			
Medium			
High			

Involve stakeholders and experts to trace out the logical chains



What losses would be tolerable?



What capacity can we mobilise?

Mitigation and adaptation

Mitigation

- * Actions to reduce the scale / likelihood of the shock.
- * Short-term.
- * Example – policies to reduce CO₂ emissions by encouraging sustainable modes of transport.

Adaptation

- * Actions to adjust to a new post-shock situation.
- * Long term.
- * Example – using land use planning to avoid development in areas prone to flood risk.

Some governance challenges in building resilience

- * “It may never happen...”
- * “It may happen, but it won’t affect me...”
- * “If it’s going to happen it will happen anyway, and there’s nothing we can do about it.”
- * “You may not realise it, but this is for your own good.”



Civic leadership for resilient places

- * Understand the people – and your colleagues – and their conflicts.
- * Listen to their ideas.
- * Work across boundaries.
- * The place / place identity is an asset, but see it in a wider context.

Civic leadership for resilient places

- * Share experiences.
- * Co-produce a resilience action plan.
- * Use the building of a resilience strategy to create new alliances.
- * Embed the strategy across ALL local government departments, but also within the business community and in community based organisations.
- * Grow capacity amongst all partners.

In stable times you don't need to innovate



Next financial crash is coming
Guardian 7/10/15

NASA – 2014 hottest
year since 1880.
[http://climate.nasa.gov/
news/2221/](http://climate.nasa.gov/news/2221/)

An Aging
Europe in
Decline
New York Times
6/1/15

Oil price collapse
warning
Vancouver Sun 23/7/15