



BSI Standards Publication

**Security and resilience — Community resilience —
Guidelines for planning recovery and renewal**

National foreword

This Published Document is the UK implementation of ISO/TS 22393:2021.

The UK participation in its preparation was entrusted to Technical Committee SSM/1, Societal security management.

A list of organizations represented on this committee can be obtained on request to its committee manager.

Contractual and legal considerations

This publication has been prepared in good faith, however no representation, warranty, assurance or undertaking (express or implied) is or will be made, and no responsibility or liability is or will be accepted by BSI in relation to the adequacy, accuracy, completeness or reasonableness of this publication. All and any such responsibility and liability is expressly disclaimed to the full extent permitted by the law.

This publication is provided as is, and is to be used at the recipient's own risk.

The recipient is advised to consider seeking professional guidance with respect to its use of this publication.

This publication is not intended to constitute a contract. Users are responsible for its correct application.

This publication is not to be regarded as a British Standard.

© The British Standards Institution 2021
Published by BSI Standards Limited 2021

ISBN 978 0 55 15013 3

ICS 03.00.01

Compliance with a Published Document cannot confer immunity from legal obligations.

This Published Document was published under the authority of the Standards Policy and Strategy Committee on 30 September 2021.

Amendments/corrigenda issued since publication

Date	Text affected
------	---------------

**TECHNICAL
SPECIFICATION**

**ISO/TS
22393**

First edition
2021-08-31

**Security and resilience — Community
resilience — Guidelines for planning
recovery and renewal**



Reference number
ISO/TS 22393:2021(E)



COPYRIGHT PROTECTED DOCUMENT

© ISO 2021. Published in Switzerland

All rights reserved. Unless otherwise specified, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
Ch. de Blandonnet 8 • CP 401
CH-1214 Vernier, Geneva, Switzerland
Tel. +41 22 749 01 11
Fax +41 22 749 09 47
copyright@iso.org
www.iso.org

Contents

	Page
Foreword	v
Introduction	vi
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Concepts in recovery and renewal	2
4.1 General.....	2
4.2 Principles of recovery.....	2
4.3 Principles of renewal.....	3
4.4 Resilience partners for recovery and renewal.....	4
4.5 Differentiating recovery and renewal.....	5
4.6 Impacts and needs to recover and renew.....	5
4.7 Cross-cutting systemic themes for planning recovery and renewal.....	6
4.8 Arrangements to activate recovery and renewal.....	7
5 Setting up a recovery coordination group	7
5.1 General.....	7
5.2 Agreeing the membership of the RCG.....	7
5.3 Agreeing the terms of reference of the RCG.....	8
5.4 Initiating the work of the RCG.....	9
5.5 Accessing resources for recovery and renewal.....	9
5.6 Communicating with interested parties.....	10
6 Assessing the impacts of the crisis and community needs	10
6.1 General.....	10
6.2 Understanding the context of the crisis.....	10
6.3 Identifying themes on which to commission impact and need assessments.....	11
6.4 Designing and setting up the impact and need assessments.....	12
6.5 Collecting information for the impact and need assessments.....	14
6.6 Calculating net economic costs.....	14
6.7 Analysing and presenting results from the impact and need assessments.....	14
6.8 Selecting action areas to recover and renew.....	15
7 Developing a recovery plan	15
7.1 General.....	15
7.2 Identifying transactional activity to implement in the recovery plan.....	16
7.3 Managing delivery of the recovery plan.....	16
8 Developing renewal strategies	17
8.1 General.....	17
8.2 Organizing a renewal summit.....	17
8.3 Identifying transformational initiatives to implement in the renewal strategies.....	18
8.4 Considering challenges to renewal.....	19
8.5 Encouraging commitments to deliver the renewal initiatives.....	19
9 Continuous improvement	20
9.1 General.....	20
9.2 Identifying lessons.....	20
9.3 Acting on lessons.....	21
9.4 Scenario planning and exercising future crises.....	21
Annex A (informative) Examples of impact areas to consider in an impact and need assessment	22
Annex B (informative) Examples of affected community groups to be considered in an impact and need assessment	28

Annex C (informative) Example template for impact and need assessment	31
Annex D (informative) Example presentation of high-level results from the impact and need assessments	33
Annex E (informative) Examples of how three action areas can be pursued as transactional activities or transformational initiatives	34
Annex F (informative) Examples of transactional recovery activities for people, places and processes	35
Bibliography	36

Currently in preview, click buy full version

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 292, *Security and resilience*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

0.1 General

The invasive and often far-reaching impacts of major emergencies, disasters and crises (such as pandemics like COVID-19) can bring the need for short-term recovery and ambitious renewal of communities. Such events disrupt normal conditions, expose system fragilities and have impacts that can cause widespread suffering. This document provides a framework for how to assess the impacts of major emergencies, disasters and crises on communities, and address these by planning transactional recovery activities and strategizing transformational renewal initiatives.

Despite the sometimes complex and prolonged nature of responding to a crisis, the general planning for recovery starts before a crisis happens. Tailoring those general recovery plans to the specific conditions being faced in the crisis is initiated early, during the response. Tailored recovery plans can be produced while the crisis is ongoing so that swift action can be taken at an appropriate time and scale to begin the journey of recovery. In this context, recovery means different things to different people but, in this document, recovery is the design, coordination, and delivery of transactional activities to quickly overcome the negative impacts of a crisis to prepare for the next emergency and initiate positive outcomes for communities. Recovery is delivered in the short term with the aims of, for example, re-starting basic services, temporarily supporting livelihoods, providing governance, and encouraging the new behaviours needed to enable work and social lives. These transactional activities address immediate needs by reflecting on the crisis and learning lessons to inform future activities, reviewing preparedness for future crises, and reinstating parts of the system impacted by the crisis. While compelling in some situations, the goal of quickly “getting back to normal” is often too simplistic, underestimates the disruption caused, and fails to reflect the opportunity to address chronic underlying issues that have been exposed by the crisis. Such recovery should build preparedness following a crisis.

Beyond such transactional activity, the disruption caused by crises creates conditions that can encourage major strategic change; what is called here “renewal”. In undermining much of what we regard to be normal, and in bringing the intensity of vulnerability to each of our doorsteps, a crisis presents a more radical opportunity where recovery is only the beginning. Renewal is the transformation of parts of a system through longer-term, ambitious strategic initiatives that have been co-developed with communities. Renewal should seek to reconstitute broken relationships with communities, and to improve and amend the shortcomings, inequities and strategic vulnerabilities that were laid bare by the impacts of the crisis and shown now to be insufficient as a basis for the future. This involves changing the environment to create more favourable conditions or reshaping operations in the light of those conditions. Such renewal should build resilience following a crisis.

In terms of what needs to be recovered and renewed, this document focuses on the people who have been affected by the crisis, the places where the impact and response has happened, and the processes that have been configured to meet the needs of the response. Key to addressing the people, places and processes is the need to have the right partners to support recovery and renewal, and acknowledge the emerging power relations to ensure that meaningful recovery and renewal can happen.

Recovery and renewal can aim to establish a new way of life that, in some cases, resembles life before the crisis but that is also adapted to, and conditioned by, the crisis. For this, it is necessary to learn during the crisis from what has happened as well as how communities and organizations in other cities/countries have dealt with similar effects in their context.

0.2 COVID-19 pandemic

The first reported cases of COVID-19 were identified in late December 2019 in Wuhan, Hubei Province, China. Since then, COVID-19 has had devastating impacts globally in terms of loss of life, societal wellbeing and economic stability, and has brought widespread concern among vulnerable persons. Among other impacts, the virus has exposed systemic weaknesses in resilience capabilities, changed how we interact with each other, and imposed new emergency legislation that has curtailed the freedom of citizens. In March 2020, the World Health Organization (WHO) declared a pandemic.

The development of the guidelines in this document began during March 2020 in the early months of the COVID-19 pandemic when a research project began to identify lessons on recovery from across the world. Lessons were identified via 64 interviews with experts in risk, resilience and recovery and by searching publicly available information for notable practices from across the world. After collecting this information, analyses by researchers from The University of Manchester (UK) led to the development of an early framework for recovery and renewal. That early framework was shared, critiqued, and refined in small group meetings with a range of local and national government recovery practitioners. The framework has been developed and shared through a document called “The Manchester Briefing on COVID-19: International lessons for local and national government recovery and renewal” which, since April 2020, has been disseminated weekly via a global distribution network. The framework has been further shared via global webinars and other local and national dissemination activities – all seeking feedback and improvements to align with good practice. The culmination of this work resulted in a set of principles and approaches that were mature enough to be developed into guidelines for planning recovery and renewal.

This document presents the results from an international expert group that has further enhanced those guidelines in alignment with their professional experience and their countries’ practices. The aim of this document is to support an international community of recovery practitioners who will lead national and local organizations as they deal with the aftermath of COVID-19. The virus has created new challenges as well as opportunities for recovery on a scale that most resilience partners have not before encountered. This encourages an important change in mindset from “recovery” to “recovery and renewal” which reflects the need to quickly review preparedness for future crises and initiate ambitious initiatives to enhance local resilience.

Security and resilience — Community resilience — Guidelines for planning recovery and renewal

1 Scope

This document gives guidance on how to develop recovery plans and renewal strategies from a major emergency, disaster or crisis (such as the COVID-19 pandemic). It provides guidelines on how to identify the short-term, transactional activities needed to reflect and learn, review preparedness of parts of the system impacted by the crisis, and reinstate operations to build preparedness. It also distinguishes a longer-term perspective of recovery, called “renewal”. In describing renewal, the document provides guidelines on how to identify visionary initiatives to address the strategic impact and opportunities that have been exposed by the crisis and need to be addressed through transformational, ambitious initiatives. Recovery plans enhance preparedness following a crisis and renewal strategies enhance resilience. The guidelines cover how, in both recovery and renewal, there is a need to identify scalable activity on people, places, processes, power and partners.

This document is applicable to those involved in community, local, regional and international recovery and renewal including staff from public, private, voluntary, community and social enterprise sectors, among others.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 22300, *Security and resilience — Vocabulary*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 22300 and the following apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

3.1

recovery

operational, transactional and short-term activity to enhance preparedness following a crisis

Note 1 to entry: Recovery is focused on communities, i.e. the people, places and processes, and is underpinned by power and partnerships.

3.2

renewal

strategic, transformational, systemic endeavour to build resilience following a crisis

Note 1 to entry: Renewal is more ambitious than *recovery* (3.2), potentially tackling chronic societal issues that the crisis has exposed as offering significant opportunities to enhance people, places and processes.