INTERNATIONAL STANDARD

ISO 22393

First edition
2023-02

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

Sécurité et résilience — Résilience communautaire - Lignes directrices pour la planification de la relance et du renouveau

iTeh STANDARD PREVIEW
(standards.iteh.ai)

ISO 22393:2023
https://standards.iteh.ai/catalog/standards/sist/204b44b1-3ada-4a2d-b39f-
67ad3a668ba9/iso-22393-2023

Reference number
ISO 22393:2023(E)

© ISO 2023

iTeh STANDARD PREVIEW
(standards.iteh.ai)

ISO 22393:2023
https://standards.iteh.ai/catalog/standards/sist/204b44b1-3ada-4a2d-b39f-
67ad3a668ba9/iso-22393-2023

Contents

Page

iTeh STANDARD PREVIEW
(standards.iteh.ai)

ISO 22393:2023
https://standards.iteh.ai/catalog/standards/sist/204b44b1-3ada-4a2d-b39f-
67ad3a668ba9/iso-22393-2023

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.*

This first edition cancels and replaces ISO/TS 22393:2021, which has been technically revised throughout.

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

The invasive and often far-reaching impacts of major emergencies, disasters and crises 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 govern, coordinate and assess the impacts of any type of major emergency, disaster and crisis no matter what their impact 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 activities to the specific conditions being faced in the crisis is initiated early, during the response. Thinking about recovery can begin 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 delivers transactional activities to quickly overcome the negative impacts of the crisis and prepare for the next incident. Recovery is delivered in the short term with the aims of, for example, re-starting basic services (such as electricity and water), rebuilding damaged infrastructure, 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 and damage caused and fails to reflect the opportunity to address chronic underlying issues that have been exposed by the crisis. Recovery reinstates preparedness following a crisis, informed by a business continuity management, quality management or competent persons.

Beyond such transactional activity, the disruption caused by crises creates conditions that can encourage major strategic change; what is called in this document "renewal". Renewal seeks to transform a system through ambitious strategic initiatives that have been co-developed with communities. Renewal is not part of the emergency management cycle (of mitigate, prepare, respond, recover) because the scale of impacts from recent crises go beyond what transactional recovery of emergency management can address. Such impacts require widespread system change as renewal seeks to reconcile broken relationships with communities, and to improve and amend the shortcomings, inequalities 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. Renewal enhances resilience following a crisis.

Actions for recovery and renewal are aligned to ensure that opportunities and improvements for each are not undermined by a lack of coordination. While the group which works on recovery can differ to that which works on renewal, there will be some overlap of personnel to ensure that coordination and communication is effective. Recovery activity cannot be done in isolation of renewal, nor vice versa, so communication is essential. Indeed, a coordinated strategy can help to ensure that recovery and renewal define who will lead their effort, who will act as central coordination and how cross-group communications will happen so that the specialist tasks associated with recovery and renewal take place while understanding the needs and requirements of each other.

The term "build back better" is known in disaster management. Recovery and renewal aim to build a fairer society in the future where renewal, especially, seeks to address the inequities and inequalities that have been exposed by a crisis. In this sense, recovery and renewal seeks to "build forward fairer" to create, in the aftermath of a crisis, a future society that is fairer for all.

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/damage and response has happened, and the processes that have been configured to meet the needs of the response – all underpinned by power and partners. 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.

The effectiveness of recovery and renewal will be aided by the quality of data available on population demographics and vulnerabilities to consider who needs what support and when. This will ensure that recovery of the most vulnerable people can be supported and that renewal opportunities will be better aligned to the needs of those most in need.

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.

A summary of the content of this document is provided in Figure 1.

iTeh STANDARD PREVIEW
(standards.iteh.ai)

ISO 22393:2023
https://standards.iteh.ai/catalog/standards/sist/204b44b1-3ada-4a2d-b39f-
67ad3a668ba9/iso-22393-2023

CLAUSE 4: Concepts
— **Recovery:** transactional and short-term activity to enhance preparedness after a crisis
— **Renewal:** strategic, transformational, systemic endeavour to build resilience after a crisis
— **Resilience:** Ability to absorb and adapt in a changing environment

CLAUSE 5: Set up Recovery Coordination Group
— Membership, terms of reference, resources, initiate work, communication, ambition

CLAUSE 6: Assess the impacts of the crisis and community needs

Impact/Needs Assessment (INA) themes
1. Communities
2. Economic
3. Infrastructure management
4. Environment
5. Health
6. Governance

Check INAs for systems themes
1. People involved
2. Places affected
3. Processes disrupted
Underpinned by:
4. Power
5. Partners

Analyse relations with all levels:
National government and departments
Sub-national and local government partner
Local communities
Individual organizations
Individual members of the public

Prioritize impacts / needs to be addressed

CLAUSE 7: Develop transactional RECOVERY ACTIVITIES
— **Restart** halted operations
— **Return** operations to pre-crisis state
— **Renovate** to do things differently
— **Retain** in their new form

CLAUSE 8: Develop transformational RENEWAL INITIATIVES

Identify transformational initiatives that renew:

Relationships with people:
Redesign
Reconciliate
Reparation

Places:
Repurpose
Relocate
Regenerate

Processes:
Reshape
Reorganize

Repair the system across people, places, processes

Design strategies given other pressures
1. Intensity of response
2. Recovery
3. Renewing other issues
4. Political challenges
5. Financial pressures
6. Fatigue

Encourage commitment to renewal initiatives
— Co-produce positive vision
— Engage partnerships, politics, and communities

Manage delivery
1. Governance structure
2. Identify delivery partners
3. Publicize initiatives
4. Monitor delivery

CLAUSE 9: Learn and act to improve
1. Strategy, vision and leadership
2. Intelligence
3. Management of systems and planning
4. Coordination of operations
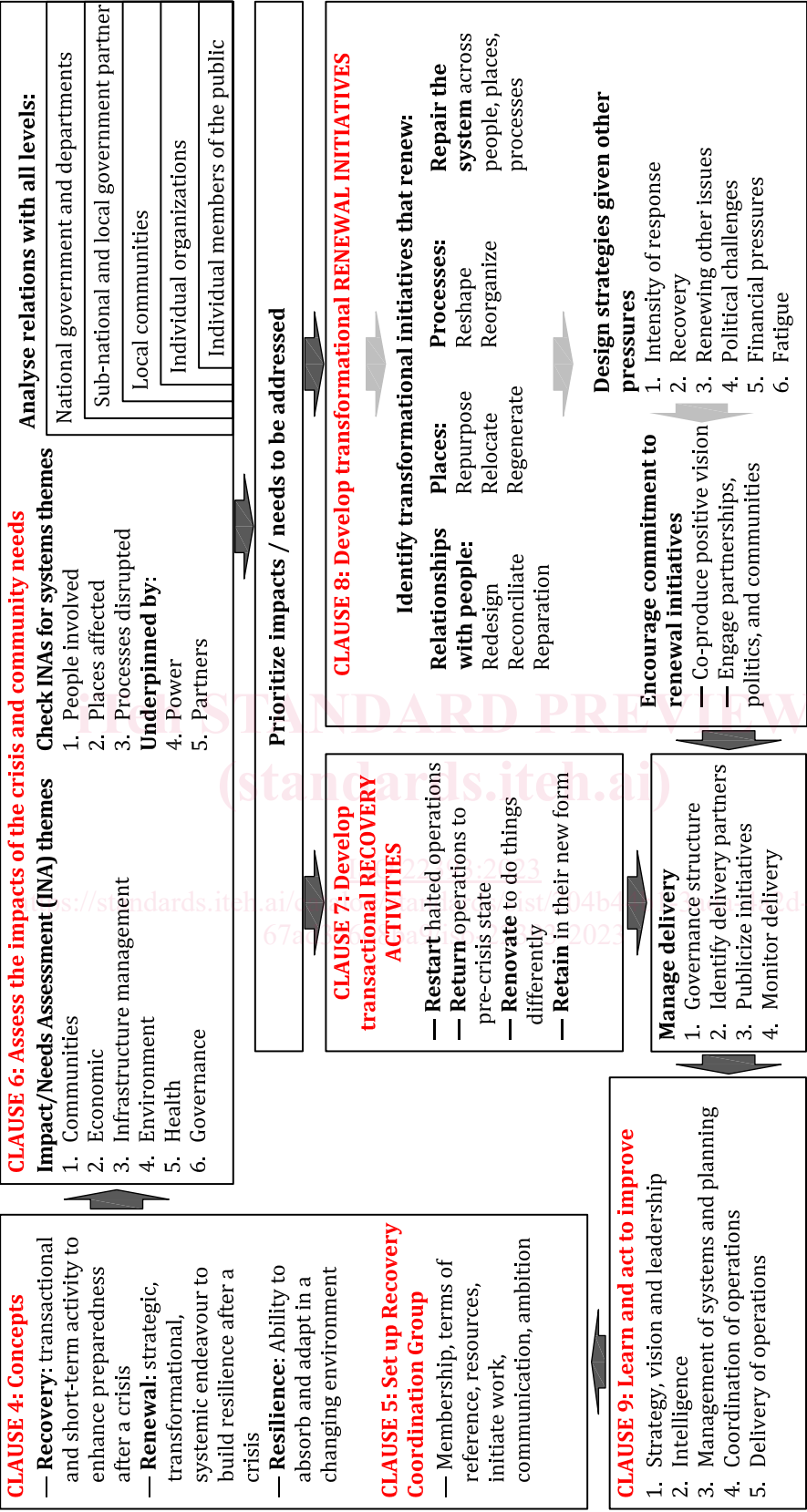5. Delivery of operations

Figure 1 — Content of this document

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

1   Scope

This document gives guidance on how to develop meaningful recovery activities and renewal initiatives from any type of major emergency, disaster or crisis, no matter what type of impact or damage it has. 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 to future emergencies. It distinguishes a longer-term perspective, called "renewal", and provides guidelines on how to identify visionary initiatives to be addressed through transformation to change lives and futures.

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 all organizations, particularly those involved in recovery and renewal and that are responsible for human welfare and community development (e.g. public, voluntary, community and social enterprise sectors).

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 terminology databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at https://www.electropedia.org/

3.1
recovery
operational, transactional and short-term activity to enhance preparedness following an emergency, disaster or crisis

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

Note 2 to entry: Recovery should be informed by the business continuity processes and the strategic objectives of the organization for recovery following a crisis.

3.2
renewal
strategic, transformational, systemic endeavour to enhance resilience following an emergency, disaster or crisis

Note 1 to entry: Renewal is more ambitious than *recovery* (3.1), potentially tackling chronic societal issues that the crisis has exposed as offering significant opportunities to enhance people, places and processes.

3.3
resilience partner
collaborating entity that provides services to the community to retain or enhance its ability to absorb and adapt in a changing environment

Note 1 to entry: Services may be provided in its day-to-day work and/or in the context of recovery or renewal activities.

3.4
local resilience partner
resilience partner (3.3) that collaborates with other resilience partners in a geographic area

4 Concepts in recovery and renewal

4.1 General

The depth and breadth of impacts on communities from a major emergency, disaster or crisis can be so widespread that "recovery" as a term is not suitably descriptive of the full spectrum of dealing with the aftermath of the crisis. This document differentiates the short-term, transactional recovery of communities from their ambitious, transformational, strategic renewal.

This clause covers:

— characteristics of recovery (see 4.2);

— characteristics of renewal (see 4.3);

— role of resilience partners for recovery and renewal (see 4.4);

— differentiating recovery and renewal (see 4.5);

— impacts and needs to recover and renew (see 4.6);

— cross-cutting systemic themes for planning recovery and renewal (see 4.7);

— information for planning recovery and renewal (see 4.8);

— arrangements to activate recovery and renewal (see 4.9).

4.2 Characteristics of recovery

Recovery:

— aims to design positive outcomes to enhance preparedness following a crisis by addressing the impacts of the crisis and the fragilities and opportunities it has exposed;

— is a social and developmental process of supporting communities towards the management of their own immediate future in a way that recognizes their different needs and priorities;

— is evidence-led in recovering the system based on a detailed appreciation of the impacts of the crisis;

— involves a series of short-term actions, each of which can be addressed by a transactional activity delivered by an organization or by a small group of collaborating organizations;

— occurs at a pace that depends on the residual impact of the crisis, ongoing demands, backlogs, fatigue and continuing supply difficulties;

— begins being planned during the preparedness phase so that recovery can begin as soon as is feasible, even though it does not always seem appropriate or possible to discuss it during the response;

— is applicable to all levels of society (e.g. from national government through to individuals);

— covers a wide range of activities (e.g. environmental, cultural, technological, partnership working, health, social, political, economic);

— reports to a group of local resilience partners that create and ensure local preparedness for crises.

The actions that aim to achieve recovery should:

— reflect and learn to understand what has happened during the crisis and its impacts, and to identify where transactional change is needed to renovate the system and reinstate preparedness;

— review preparedness to assess where the system can be made more ready for other crises or future waves of the same crisis, such as by replenishing and pre-positioning resources;

— reinstate operations in parts of the system impacted by the crisis as soon as possible, such as getting services, businesses and schools back working again, informed by business continuity management, quality management or competent persons.

4.3 Characteristics of renewal

Renewal:

— co-develops, with communities, the ambition for transformation to deal with strategic impacts and opportunities created by the crisis as well as pre-existing challenges;

— is based on transparency, but realizes that informal systems and alliances will form which seek to influence renewal – those systems, alliances and their agendas should be identified, their influence documented, and their agendas considered to avoid the influence of hidden agendas;

— focuses on existing vulnerabilities, whether they are socio-economic, environmental or physical exposure to hazards;

— focuses on ambitious, transformational change that can bring significant improvements, e.g. to create a more resilient society through improved technology, resilient infrastructure, equality, equity, sustainability, prosperity and reducing environmental risks;

— recognizes that inequalities can persevere after a response and should be redressed as quickly as possible;

— addresses enduring human, physical, environmental and economic strategic impacts and opportunities through a complex social, developmental and political approach that takes a holistic, interdisciplinary view of the system (i.e. the people, places and processes);

— addresses impacts and opportunities that are so complex that wider partners should work together to address them;

— begins with a period of reflection to appreciate what has happened during the crisis, giving time for strategic thinking, and wider strategic partners to be established;

— continues with a period of multiple strategic partners working to implement transformational initiatives that are coordinated according to their priority.

The actions which aim to achieve renewal should support:

— reconciliation with people by encouraging healing after the crisis, particularly with those who have suffered under the circumstances of the crisis which have left them more vulnerable;

— reparations to people by compensating those affected by the crisis to make amends for their losses;

— repurposing places by reimagining how spaces can be used, their purposes, how people interact with places and how places make them feel;

— relocating to new places from understanding new local needs and by moving services into new places where they are needed, or away from areas where they are no longer needed;

— regenerating places to improve the resilience, prospects and strength of places to tackle inequalities by, for example, encouraging preparedness and improving business continuity;

— reshaping the external environment to create an operating context that better accommodates external influences on internal activities, e.g. through influencing the expectations of services users, or changing guidelines or systems;

— reorganizing processes by changing how activities are done to respond to environmental requirements, e.g. to accommodate new behavioural, cultural, technical or process-related needs;

— repairing the system through enhancing the resilience of people, places and processes by rethinking services, locations and supporting infrastructure.

4.4 Role of resilience partners for recovery and renewal

Some resilience partners will already participate in planning and exercising so will be well-placed for ongoing collaboration to recover and renew from a crisis. In general, resilience partners should:

— share information, coordinate efforts, and promote consistent media and communications messaging;

— coordinate the co-production of recovery activities and renewal initiatives with communities to ensure their contextual suitability;

— collaborate in the delivery of recovery activities and renewal initiatives;

— co-produce renewal with multiple resilience partners due to the scope and scale of the ambition;

— include new partners if needed and give additional support to them to increase their understanding of the crises, procedures, and collaborative working in recovery and renewal;

— include neighbouring countries, regions or other entities across borders if the crisis is far-reaching;

— collaborate with interested parties, such as:

  — national government and departments;

  — sub-national and local government partners;

  — local communities, including small place-based community organizations and local initiatives;

  — individual organizations, in particular those involved in the intervention during the crisis;

  — individual members of the public, in particular those with special knowledge or skills.

In addition to these roles, interested parties will have specific roles according to the nature of their interests.

National government and departments should:

— provide guidance on the process of recovery planning;

— in recovery, lead on restoring national services, e.g. in health and social care, by addressing the backlog of normal treatments created during the response;

— in renewal, contribute to, for example, national economic and infrastructure programmes, and policy and legislative changes.

Sub-national and local government partners should:

— contribute to planning the recovery of essential services across the partners, e.g. to recover crisis preparedness, transportation, public works;

— contribute to strategizing renewal, e.g. of well-being services, health provision and local economic regeneration.

Local communities should:

— self-organize to recover as appropriate;

— co-produce renewal initiatives in conjunction with other partners;

— drive local recovery and renewal through the people and the places where they are based.

Individual organizations should:

— recover their own operations and service delivery, including:

— re-establish processes where they remain economically viable or value-added;

— reinstate normal statutory and business functions;

— attend to the welfare and well-being of their people;

— develop new ways of delivering services where ongoing effects of the crisis remain (e.g. social/ physical distancing);

— strategize renewal to exploit new opportunities or respond to new constraints (e.g. reconfiguring supply chains).

Individual members of the public should:

— recover themselves with support from other partners, e.g. a groundswell of local initiatives to provide mental health services and strengthen financial futures;

— influence renewal through public opinion and behaviour, but their ability in this regard is likely to vary greatly.

In some cases, international organizations will participate as partners, for example, if they are funding activity.

4.5 Differentiating recovery and renewal

Designing recovery activities and working with communities to co-develop renewal initiatives should be approached differently. Table 1 explains the differences between recovery and renewal. Clause 7 explains how the recovery coordination group (RCG) should be convened to plan transactional recovery activities, while Clause 8 explains how renewal initiatives can be designed by a wider range of strategic partners.