

**Workshop 1 resources:  
Challenges and examples of proposed solutions to realising commercial viability of urban resilience**

**How to use**

This tool is to be used to inform discussion in section 3 of 'Workshop 1', or as a self-directed reading exercise.

Perceived barriers	Advisory solutions	Product solutions	Training solutions
1. <b>“ Limited evidence of the benefits resilience brings ”</b>	Engage with those operating investment analysis and risk modelling functions. Consider wider benefits of resilience (eg social and environmental). <sup>12</sup>	Engage with third parties around independent verification and certification. Adopt resilience indicators to communicate progress. <sup>14</sup>	Develop and share an evidence base for the benefits of different resilience measures. Develop a positive resilience narrative. <sup>12</sup> Work with engineers / technical experts to develop industry standards and guidance.
2. <b>“ Building back better after an event seems unattractive to many clients ”</b>	Develop and implement sustainable claims management guidelines.	Use adaptation appraisal mechanisms (eg aligning risk reduction benefits with green benefits).	Rehearse disaster responses and claims management needs with city authorities.
3. <b>“ Risk advisory services are of value for underwriting. Beyond that we can't see value ”</b>	Focus on the positive impact that risk advice can have on urban resilience.	Use concepts like 'smart', 'sustainable' and 'efficient' which have more positive connotations for those making urban decisions.	<i>What solutions can you come up with? ...</i>
4. <b>“ Insurers are involved in too many 'talking shop' initiatives ”</b>	<i>What solutions can you come up with? ...</i>	Learn from other examples (eg addressing the brownfield problems in the 1980s). In emerging economies this could focus on drought-resistant seeds with insurance cover in case of failure.	Explore what activities exist and how they can be scaled.
5. <b>“ We sell protection, not resilience ”</b>	<i>What solutions can you come up with? ...</i>	Focus on how managing and reducing risk makes future insurance protection more effective.	Build positive narratives on the value of urban resilience.
6. <b>“ There is a lack of entrepreneurial spirit within the insurance industry ”</b>	<i>What solutions can you come up with? ...</i>	Break the mould by actively developing new technologies to support urban resilience. Including customer engagement tools, packaging of resilience and insurance solutions and scorecards to store relevant building information.	<i>What solutions can you come up with? ...</i>
7. <b>“ Cities lack capacity and financial resources ”</b>	Help to build city capacity. Support the appointment of a chief resilience officer.	<i>What solutions can you come up with? ...</i>	Conduct risk training courses to increase knowledge and skills.
8. <b>“ Our existing insurance model does not allow for city perspectives ”</b>	Participate in pilot projects exploring risk pools for cities or community-based insurance solutions (eg Dept. for International Development in India & Asian Development Bank in Philippines).	Consider mutual insurance products where such schemes may be more cost-effective.	Develop a risk advisory role at the city level (eg chief risk officer, secondments).