

D 5.8 OFFICIAL DOCUMENT REGARDING

THE FURTHER USE OF THE TOOLS



SMART MATURE RESILIENCE

DELIVERABLE 5.8

OFFICIAL DOCUMENT REGARDING THE FURTHER USE OF THE TOOLS

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EXECUTIVE SUMMARY

The aim of this report is to present and summarize the process that led to signing an official document regarding the further use of the strategic resilience building tools that were developed throughout the Smart Mature Resilience project and which were tested in the tier 1 CITIES; Donostia/San Sebastian (Spain), Kristiansand (Norway) and Glasgow (United Kingdom). It also provides with the counter-signed, scanned agreements in the Annex. The report summarizes these activities carried out by ICLEI European Secretariat, in cooperation always with the tier 1 CITIES, but also getting the input by the tier 2 CITIES.

The purpose of the aforementioned document is to act as an official agreement between the project Consortium and the tier 1 CITIES for the further use of the Smart Mature Resilience (SMR) Project's tools (later described) by the tier 1 CITIES.

Such commitment responds to three main objectives:

- To maximise the outcomes of the project enlarging thus, its reach and lifespan.
- To unlock the full potential of the tools by applying them to a local context, in combination with the others.
- To integrate the use of the tools and the European Resilience Management Guideline within the local resilience strategy or other relevant, climate adaptation, environmental and sustainability plans and strategies.



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1. PROCESS OVERVIEW

The Grant Agreement refers to Deliverable 5.8 as follows:

D5.8: Official document regarding the further use of the tools [32]
Official document issued by the competent authority of each of the implementing cities on the decision taken regarding the further use of the tools developed in the project. Other contributors to this Deliverable are Riga, Bristol, Rome and Vejle.

As it was clear from the beginning, a document from each tier 1 (implementing) city would need to be delivered beforehand, in order to be included in D5.8.

ICLEI – Local Governments for Sustainability, European Secretariat is the partner responsible for the delivery of the document.

ICLEI – Local Governments for Sustainability is a global network of local and regional governments committed to sustainable development. ICLEI's members are more than 1,500 cities, towns and regions committed to building a sustainable future.

Working for a city network, makes it rather obvious to understand that such a process would take some time in the tier 1 CITIES, therefore, it would be necessary that the tier 1 CITIES would already start to discuss the delivery of this document within their municipalities, teams and responsible authorities in each city quite early in the process. In this way they would guarantee that the SMR project Consortium would have three signed documents at the end of January 2018.

ICLEI initiated this process in late September 2017, one month before the finalization of the SMR tools and required an official answer from the CITIES on where things stand regarding this process on the 1st of December 2017.



The CITIES responded positively to this request and they initiated discussions within their cities in early November 2017. Following consultation with the CITIES' respective legal departments, ICLEI updated the agreement accordingly and asked the cities to get the document signed until the 17th of January 2018. Furthermore, the Stakeholder Dialogue in Thessaloniki was used to get feedback on the initial draft of the agreement (as prepared by ICLEI) by both the tier 1 and tier 2 CITIES.

The document stands as an 'official' agreement between the project Consortium and the Tier 1 cities. The term '**official**' refers to the fact that the Tier 1 cities needed to discuss with the city administration about the document content and ensure commitment across departments and disciplines that the city will adopt and make use of the SMR project results; the European Resilience Management Guideline and its supporting, strategic resilience tools in the future.

The most important steps in the process until the delivery of the 3 documents are presented in the next table.

ACTIVITY	TIME
Kick-off of the process	30/09/2017
Initiat feedback by the tier 1 CITIES	Early October 2017
First draft of the agreement (SoC) sent by ICLEI to the tier 1 CITIES	01/11/2017
Feedback on the agreement from the tier 2 CITIES	07/11/2017



Feedback on the agreement from the tier 1 CITIES	Continuous	feedback	between
	07/11/2017 – 01/12/2017		

Second and final draft of the agreement sent by ICLEI to the tier 1 CITIES	02/12/2017
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Deadline for the delivery of three signed agreements by the tier 1 CITIES	17/01/2018
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Counter-signed by ICLEI agreement returned to the tier 1 CITIES	17/01/2018-31/01/2018
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Delivery of D5.8 Official Document for the further use of the tools	31/01/2018
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Table 1: Most important dates in the process

The purpose of the aforementioned document is to act as an official agreement between the project Consortium and the tier 1 CITIES for the further use of the Smart Mature Resilience (SMR) Project's tools (later described) by the tier 1 CITIES.

Such commitment responds to three main objectives:

- To maximise the outcomes of the project enlarging thus, its reach and lifespan.
- To unlock the full potential of the tools by applying them to a local context, in combination with the others.
- To integrate the use of the tools and the European Resilience Management Guideline within the local resilience strategy or other



relevant, climate adaptation, environmental and sustainability plans and strategies.

In each one of the Tier 1 CITIES, city representatives of different levels signed the document.

In Kristiansand, the Statement of Commitment was signed by the Municipal Chief Executive Officer, in Donostia/San Sebastian, the Statement of Commitment was signed by the Director of the Department for Environment, and in Glasgow the Statement of Commitment was signed by the Chief Resilience Officer of the city.

2. THE EUROPEAN RESILIENCE MANAGEMENT GUIDELINE AND THE SMR RESILIENCE TOOLBOX

2.1. European Resilience Management Guideline

The European Resilience Management Guideline is a framework that directs all available resources towards well-defined goals, secures transparency and the democratic principles of decision-making for city resilience development and planning. The Guideline makes use of five strategic, resilience-building tools and is better described as a journey with one step following the other, where cities and municipalities have different starting points and where they position themselves into different stages of resilience maturity. In a nutshell, the Guideline provides guidance and consultancy services to cities and local governments in assessing their local resilience status; sets measurable targets together with local stakeholders, using the five tools to help the city further build local resilience and progress within the maturity stages and defines an operational framework that provides guidance and aims at



training and supporting municipalities and relevant stakeholders in implementing an integrated management system that enhances city resilience. The European Resilience Management Guideline became available for cities in April 2018, while its shorter version (also in printed form) became available to cities in September 2018. The European Resilience Management Guideline is available here: <http://smr-project.eu/tools/>

2.2. The SMR Resilience Toolbox

The five strategic resilience tools developed within the SMR project are: 1) a Resilience Maturity Model, 2) a Risk Systemicity Questionnaire, 3) a Resilience Information and Communication Portal, 4) a City Resilience Dynamics Model and 5) a Resilience Building Policies tool. The SMR Tools are all available here: <http://smr-project.eu/tools/>

For the SMR tools, there are also handbooks that provide a tool overview and aim to train-the-trainer. The only one that is officially published though is the RMM handbook. The rest will be integrated in the Guideline and will be also published individually in Spring 2018.

3.2.1. The *Resilience Maturity Model* (RMM) helps cities to assess their resilience status and identify the ideal path for the evolution of the resilience building process from an initial stage to a more advanced stage, going through a number of intermediate stages. The RMM enables, on a strategic level, the development of an assessment of a city's current resilience status identifying areas of improvement. Based on this initial assessment, a city uses the RMM to guide the definition of the strategy to increase their resilience level, based on the policies included in it. The



main goal of the RMM is to provide an optimum path to increase the resilience level of cities. The RMM also aids reflection since it provides a holistic overview of the resilience building process and helps end-users to understand resilience as a multidimensional objective. For more information regarding the tool, please check: <http://smr-project.eu/tools/maturity-model-guide/>

3.2.2. The *Risk Systemicity Questionnaire* (RSQ) has been developed to address the risk assessment aspect of increasing the resilience level of cities. The RSQ has been designed as an interactive set of questions, which city stakeholders typically complete in a group. The main purpose of the tool is to encourage focused, interdisciplinary conversations about those risks that are of greatest concern to the city. It focuses on ten risk areas that became significant as the data was analyzed, where each risk area contains 10-12 significant risk scenarios. The RSQ considers risk scenarios as causal and vicious cycles. For each risk scenario users are asked to provide an answer with respect to the likelihood of occurrence of that scenario in their own city. Upon completion of the RSQ, the user is presented with a prioritization which may then be used as a focus for developing mitigation strategies. For more information regarding the tool, please check: <http://smr-project.eu/tools/risk-systemicity-questionnaire/>

3.2.3. The *Resilience Information and Communication Portal aka Resilience Information Portal* (RP) serves as a toolbox that can complement and enhance the platforms and software that cities already have in place. It allows cities to display data internally or publicly that is already available to the city as it applies to resilience, vulnerability and crisis situations. The portal allows for different levels of users to allow for city managers, critical infrastructure providers, citizens or other stakeholders to be able to contribute information as applies to a given city context. The portal offers added value not available otherwise to cities (as they self-reported), as the cities have multiple (and in Glasgow's case, dozens) of platforms in place in their



municipalities for internal communication, but the wealth of information available to them is not integrated, streamlined or fully utilized. For more information regarding the tool, please check: <http://smr-project-test.appspot.com/main.page>

3.2.4. The *City Resilience Dynamics Tool* (CRD) aims at helping city disaster managers to diagnose, explore and learn about the resilience building process. They can use the tool to make decisions and be able to take the correct actions in the resilience building process. The simulation model encapsulates the most important aspects of the RMM and helps to encompass the RMM in a training environment for the cities to learn about the path towards improving resilience. The model allows the user to try different policy options, identifying the implications of each of them in the resilience improvement process. For more information regarding the tool, please check: <http://crd.smr-project.eu/>

3.2.5. The *Resilience Building Policies* (RBP) tool is an extension of the online version of the RMM. It combines custom ways to view policies contained in the RMM with detailed information and examples from case studies detailing policy implementation in partner cities, references of sources to case studies from other cities around the world, and links to risk mitigation actions that support the policies (and are included in the RSQ). The tool provides a comprehensive reference centre for high-level strategic managers in cities as well as municipal workers tasked with implementing the policies that have been planned; comprises illustrative real case studies of policy implementation in cities; includes references to other sources that provide details of case studies of policy implementation in cities; provides a practical point of reference for cities considering the implementation of related policies; provides illustrative detail for the policies in the RMM and the CRD and can be navigated conveniently via a dedicated webpage that also includes a wiki format and invites cities to upload their own case studies and be part of a European resilience



culture. For more information regarding the tool, please check: <http://smr-project.eu/tools/resilience-building-policies/>

3. DRAFT AGREEMENT

3.1. STATEMENT OF COMMITMENT

BETWEEN THE CITY OF **XXX** AND THE **SMART MATURE RESILIENCE PROJECT CONSORTIUM**

1. PURPOSE

The current document, hereafter referred to as SoC, aims to act as an official agreement for the further use of the Smart Mature Resilience (SMR) Project's tools (later described) by the City of XXX, United Kingdom. Such commitment responds to three main objectives:

- To maximise the outcomes of the project enlarging thus, its reach and lifespan.
- To unlock the full potential of the tools by applying them to a local context, in combination with the others.
- To integrate the use of the tools and the European Resilience Management Guideline within the local resilience strategy or other relevant, climate adaptation, environmental and sustainability plans and strategies.



2. PARTNERS

2.1 The partners to this SoC are the City of XXX and the SMR Project Consortium.

2.2 The SoC entitles the City of XXX, selected as a Tier-1 city, to use the tools both past the end of the Pilot Implementation phase of the SMR project (30/10/17) and past the end of the SMR project (30/06/18), and integrate them into the local strategic planning and management activities.

3. THE TOOLS OF THE AGREEMENT

The tools mentioned in the SoC have been developed within the SMR project in a process of co-design and co-creation involving seven cities and four universities, with the purpose of supporting city-level policymakers to make informed decisions concerning resilience.

The tools included in this SoC are:

3.1 The Risk Systemicity Questionnaire (RSQ)

This tool has been designed as an interactive set of questions to be answered by city stakeholders, with the aim of facilitating focused and transdisciplinary discussion. Based on the given responses, it provides the users with a relative risk score (an estimated risk level for the city) and an awareness score (the level of knowledge the city has about the possible risk scenarios).

3.2 The Resilience Maturity Model (RMM)

This tool helps the City to define its current status of resilience maturity and to identify and prioritize the policies to implement in order to develop resilience.



Additionally, it provides the City with a reference for self-assessing that could be useful when shaping a strategic plan.

3.3 The City Resilience Dynamics Model (CRD)

This tool, presented as a simulation model, aims at helping city disaster managers to diagnose, explore and learn about the resilience building process. The model allows the user to experiment with potential budget and try different policy options, identifying the implications of each of them in the resilience improvement process.

3.4 The Resilience Information Portal (RP)

The Resilience Information and Communication Portal serves as a toolbox that can complement and enhance the platforms and software that cities already have in place. It allows cities to display data internally or publicly that is already available to the city as it applies to resilience, vulnerability and crisis situations.

3.5 The Resilience Building Policies Tool (RBP)

This tool compliments the others by providing a collection of case studies of policy implementation in cities, and serves as a solid point of reference for information gathering and advice. It combines custom ways to view policies contained in the SMR RMM with detailed information and examples from; case studies detailing policy implementation in SMR cities, references of sources to case studies from other cities around the world, and links to risk mitigation actions that support the policies (and are included in the Risk Systemicity Questionnaire).

3.6. The European Resilience Management Guideline (ERMG)



The tools together integrate the European Resilience Management Guideline, which set provides guidance and consultancy services to cities and local governments in assessing their local resilience status. It sets measurable targets together with local stakeholders, using the 5 SMR strategic resilience Tools to help the city further build local resilience and progress within the maturity stages. Finally, it defines an operational framework that provides guidance and aims at training and supporting municipalities and relevant stakeholders in implementing an integrated management system that enhances city resilience.

All tools and Guideline are open access and available on the SMR project's website.

4. COMMITMENT

By signing this SoC, the City of XXX commits to:

- Make use of the tools above described beyond the end of the SMR project (30/06/18).
- Contribute to discussions and share experiences with the SMR project.

By signing this SoC, the SMR Consortium commits to:

- Facilitate, upon request, the tool adoption by the City of XXX following the countersigning of this agreement
- Provide guidance and knowledge by making available all the produced materials regarding the further use of the tools to the City of XXX

This SoC shall remain in effect once signed by both parties.

Please submit a signed electronic copy of the SoC to vasileios.latinos@iclei.org by **17.01.2018**. A countersigned copy will be returned upon reception of it.

D 5.8 OFFICIAL DOCUMENT REGARDING

THE FURTHER USE OF THE TOOLS



On behalf of the SMR Project

Signed,

Name _____

Title _____

Date _____

On behalf of the City of XXX

Signed,

Name _____

Title _____

Date _____