



SMART MATURE RESILIENCE

DISSEMINATION AND COMMUNICATION STRATEGY 2

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EXECUTIVE SUMMARY

The Smart Mature Resilience project responds to the need for enhanced resilience in European cities. Effective communication is essential to the success of the Smart Mature Resilience project. While the first communication strategy version focused on presenting the project and its aims, the second version focuses on promoting the purposes and applications of the project's tools and research to ensure that these are widely taken up.

This document lays out the approach and methods to be utilised by the project in external communications. Primary attributes, added value and keywords are defined, as well as a justification and clarification of the project's tagline or claim, "Smart Mature Resilience – for more resilient cities in Europe". The document lays out the project's target groups and the way in which the project will communicate with these groups. The project's tactics are described, that is, the relevant communication channels and communication products that will be utilised. Finally, a timeline and reference tables for the use of communication products and the submission dates for communications-related deliverables is provided.



1. INTRODUCTION

Effective communication and dissemination procedures are crucial to the success of the Horizon 2020 project “Smart Mature Resilience”. Dissemination activities are necessary in order to make research outcomes accessible to a wider audience and to ensure that the project’s outputs have a broad impact on the scientific community and on political decision-making. Furthermore, the project’s internal and external communication is essential to the project’s cooperation with its partner cities (San Sebastian, Kristiansand, Glasgow, Riga, Bristol, Rome and Vejle) and to the development of further two groups or ‘tiers’ of cities that will to varying degrees participate in and benefit from the project. These further tiers are namely cities in resilience networks (e.g. UNISDR) and other European cities.

This document sets out a communication strategy for the Smart Mature Resilience project. This updated strategy continues to guide on the branding, target messaging and dissemination channels and activities established in the first version of the strategy, while updating elements that have changed to reflect the progress in the project.

A timetable provides an overview of when relevant communication activities should take place and which partner is responsible for these activities. All consortium partners are invited to use this feature as a guideline and for orientation.

The dissemination and communication strategy was prepared under task 7.1, the main responsibility of which lies with the ICLEI European Secretariat (hereafter ICLEI). The communication and dissemination tasks of the project (WP7) began in month 1 and will run until month 36. Beyond the end of the project, the Exploitation Plan (See Annex) establishes a vision for how the results will continue to be applicable and used beyond the end of the project.



2. COMMUNICATION OBJECTIVES AND GOALS

The main communication objectives of the Smart Mature Resilience project were derived on the basis of the proposal, Grant Agreement, on the basis of feedback from partners via a communication questionnaire circulated in summer 2015, and based on internal discussion in ICLEI, the work package leader for WP7. The main objectives can be summarised as follows:

- **Raise awareness** of CITIES' need for resilience¹
 of CITIES' maturity levels
- **Share knowledge** between CITIES of how to implement resilience policies²
 of existing approaches and literature
 of project results
- **Maximise impact** with widespread uptake of the project's outputs
 through support of tool useability³

¹ Project literature refers to the capitalised "CITIES", referring to the city system including local government, stakeholders and critical infrastructures.

² This is a new objective for the final phase of the project in response to cities' expression of interest in this kind of exchange and will take place as part of the Tier 3 programme. This objective is a more specific revision of the previous general objective "Share knowledge with external stakeholders and CITIES."

³ This is a new objective for the final phase of the project in response to project cities' challenge in using and communicating the tools provided by the research partners without the support of further communication materials. This is being address with the provision of further communication products unforeseen in the Grant Agreement. This objective is a more practical revision of the previous general objective "Maximise impact through ongoing dialogue with partners and after project end via an exploitation strategy."



3. SITUATION ANALYSIS

3.1 COMMUNICATION ENVIRONMENT

To maximise the impact and relevance of the project's communication activities, an analysis of the project's communication environment was carried out at the beginning of the project. This analysis was supported by information provided by Tecun, Bristol, DIN, Rome, Strathclyde, Kristiansand and Vejle in a communication questionnaire. This questionnaire was circulated to each partner institution in summer 2015 and each organisation was requested to provide input.

Challenges

Terminology

As the project focusses on the concept of resilience, the use of the term in project communication is significant. Resilience intersects with political priorities including emergency preparedness, crisis and disaster management, cyber security, and Critical Infrastructure Protection. Additionally, the term 'resilience' is widely used outside of this semantic framework. The existence of conflicting usages necessitates the careful consideration of the project's definition of 'resilience' when using the term in the context of project communication. The term is further clarified at the end of this chapter.

Update: D7.4: The term 'Resilience' is now in wider use in the project cities. The term 'City Resilience' is not as widely understood.

Measure to address this challenge: An animated video will be produced explaining the SMR definition of 'City resilience'.

Data Availability

The scientific novelty of the field along with the vague and ambiguous definition of underlying concepts brings with it the challenge of limited data, which comes from heterogeneous sources and needs to be interpreted in the respective contexts.

Update: D7.4: This challenge has in practice not caused a barrier to the project's communication aims. For example, reconciling the difference between resilience-related policies and risk policies for



use in the Resilience Policy Tool required lengthy discussion and exchange, but the partners eventually found generic policy titles to help close these gaps.

Standardisation

The project aims to develop transferable, standardised methods to improve European resilience. Since the concept in itself is open and allows for adaptation to emerging challenges and trends, it is not yet possible to precisely define the extent to which standardisation will be possible and its nature in terms of tools, guidelines, or applications. This is in line with the fact that the research conducted is innovative and new grounds will be explored.

Update: D7.4: Formal standardization processes have been possible and three CEN workshops were established. While their development into ISO standards cannot be guaranteed, the three standardization workshops can be considered a success.

Table 3.1 Challenges

3.2 TERMINOLOGY

The topic call defines resilience as “the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions”.

The project has developed a slightly updated definition of city resilience, which is as follows:

“City Resilience has been defined as “is the ability of a CITY or region to resist, absorb, adapt to and recover from acute shocks and chronic stresses to keep critical services functioning, and to monitor and learn from on-going processes through city and cross-regional collaboration, to increase adaptive abilities and strengthen preparedness by anticipating and appropriately responding to future challenges”.



3.3 REACHING TARGET GROUPS

The project's success in reaching target groups was reviewed. A communication evaluation questionnaire was circulated in August 2017 and input was provided by DIN, University of Agder, Kristiansand, TECNUN, Bristol and Rome. The partners reported that their impression of the extent to which SMR project communication and dissemination is successfully reaching stakeholders.

Stakeholders in:	Reached	Steps
Tier 1 cities	Overachieving	Continue level of communication
Tier 2 cities	Overachieving	Continue level of communication
Project-external cities	Achieving	Tier 3 process
Scientific community	Overachieving	Continue level of communication
EU policymakers	Underachieving	Policy briefs Stakeholder Workshop held in Brussels Open European Day at Bonn Resilient Cities Final conference held in Brussels Standardization workshops towards ISO standards
International institutions	Achieving	Policy briefs International conference attendance e.g. ICLEI World Congress

Table 3.2 Reaching target groups



3.4 BARRIERS/SOLUTIONS TO FUTURE USE OF THE TOOLS

Barriers

Lack of political motivation: City politicians and administrators are overburdened

Compatibility/duplication with existing resilience activities

Ongoing resource requirements

Technical skills/knowledge of users

Compatibility with ICT systems

Ability to input required data

Solutions

Political pressure from European legislative body or from national level may be needed

SMR project tools can be useful in addition to an existing plan structure, and the approach to expanding the project should therefore incorporate local knowledge

Lessons learned

Expertise in how the local authorities work in each country is essential in order to facilitate them towards improved resilience development.

The solutions given by the developers do not always match with what cities are looking for. Cities may often change their opinion too, therefore is difficult to get a consensus and a unified tool.

Local governments may expect or hope that tools will provide 'answers', and the benefits of awareness raising and capacity building with ensuing 'homework' are valued less.

Tools need to be flexible with the ability to be tailored to reflect cities' unique/local circumstances.

Cities are heterogeneous: forward planning is vital to ensure additional functional implementation as it will vary from city to city.



4. KEY MESSAGES

The project's key messages provide guidance on how partners should explain and communicate the project overall in person, in print and in any external communication about the project to external parties. While the key messages during the first phase of the project focussed on the project's motivations and objectives, the second phase of the project aims to promote the use and uptake of the tools. Therefore, custom key messages for each tool have been developed, which all partner should consistently use to communicate the project's useful and applicable outputs and encourage immediate uptake.

Claim: “SMART MATURE RESILIENCE – for more resilient cities in Europe”

The project claim is a universal tagline for the project, and was chosen during the project's first phase by partner vote. The claim concisely summarises the most direct goal of the project as well as the motivation behind the work the project is undertaking.

4.1 KEY MESSAGES: PROJECT OVERALL

The project's key messages have been updated to reflect the project's latest communication aims.

- ➔ Cities need to become more resilient
- ➔ Resilience-building supports livelihoods, improves quality of life and saves cities money
- ➔ Resilience relies on adaptable critical infrastructures, dynamic social interactions and the capacity to withstand and accommodate to the effects of climate change
- ➔ Resilience building helps to integrate disaster risk assessment into city management processes and enhances land use planning
- ➔ Holistic assessment and decision-making in cities can enhance resilience in Europe
- ➔ Building city resilience promotes education and capacity building and is a transgenerational investment in the future of a city, region or community



- ➔ The SMR project develops tools to assess and build cities' resilience
- ➔ The SMR project results advise the decision-making process towards enhanced resilience

4.2 KEY MESSAGES: EUROPEAN RESILIENCE MANAGEMENT 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 5 SMR Resilience Tools to help the city further build local resilience and progress within the maturity stages
 - ➔ 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
 - ➔ Complements and inspires standards for local resilience planning
 - ➔ Supports policymaking and informs policy change
-
- ➔ The European Resilience Management Guideline comprises the following steps:
 - 1 Baseline Assessment
 - 2 Risk Awareness
 - 3 Co-Creation of a Resilience Strategy
 - 4 Implementation & Monitoring
 - 5 Evaluation & Reporting



4.3 KEY MESSAGES: CUSTOM MESSAGES FOR EACH TOOL

4.3.1 THE RESILIENCE MATURITY MODEL:

- ➔ Helps cities identify their level of resilience maturity
- ➔ Helps cities to identify suitable policies to implement to develop resilience
- ➔ Provides a point of reference for self-assessing effectiveness of resilience development
- ➔ Is useable as part of strategic planning
- ➔ Helps cities prioritise resilience policy implementation on the basis of diagnosis and assessment
- ➔ Can provide cities with justification for need for funding for specific measures

4.3.2 THE RISK SYSTEMICITY QUESTIONNAIRE:

- ➔ Helps to appreciate different types of risks as mutually interacting, rather than viewing risks as being independent to one another
- ➔ Helps to appreciate the combined effects of risks, including vicious feedback loops and non-obvious ramifications
- ➔ Compares risk level and risk preparedness with respect to different areas of risk
- ➔ Is a tool to facilitate a focused discussion and reflection to share knowledge of risk amongst a variety of stakeholders including different municipal departments
- ➔ Can involve multistakeholder groups, including citizens and politicians
- ➔ Offers suggestions for portfolios of mitigating actions aimed at mitigating the ramifications of risks interactions



- Complements the existing resilience tools and methods in cities
- Updates and compliments the existing EU guidelines with respect to Risk Assessment and Disaster Management
- Allows cities to monitor and compare their progress through periodic re-assessment
- Does not require expert knowledge or research

4.3.3 THE RESILIENCE INFORMATION PORTAL:

- Aims at building a collaborative environment in order to facilitate awareness and engagement among key partners in resilience building
- Enables cities to improve their own IT systems
- Is provided as a toolbox which shows desired functionality for implementing the design principles summarized next
- Allows different levels of permissions and users
- Can complement and enhance the platforms and software that cities already have in place

4.3.4 THE CITY DYNAMICS MODEL⁴

- Is an interactive online learning tool
- Can be used as part of strategic planning
- Supports decision-making for investment in resilience
- Helps to build knowledge to support staff in budgeting the resources needed for the resilience building process and in analysing budgetary deviations during the development of resilience

⁴ The tool name has been changed on the recommendation by Glasgow City Council to help cities better communicate the tool to stakeholders.



- Supports deep understanding of reasons for budgetary decisions for resilience strategising and the logic behind prioritising policies
- Supports deep understanding on the impact of the temporal order in which the policies should be implemented
- Supports understanding of the Resilience Maturity Model
- Supports assessment of the effectiveness of resilience improvement actions taken to improve

4.3.5 THE RESILIENCE POLICY TOOL

- 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 Maturity Model and the System Dynamics Model
- Can be navigated conveniently via a dedicated webpage
- Allows users to add their own examples via the SMR Policy Wiki
- Supports communication and education, knowledge transfer and replication of use cases



4.4 ADDED VALUE

- **European dimension:** The project leverages European cities' collective resilience capabilities. This project facilitates integrated and holistic collaborative progress, ultimately leading to more efficient and sustainable use of resources and enhanced resilience in cities. The ultimate goal is the overall improved level of resilience in Europe as a whole, which is not possible exclusively by means of localised methods.
- **Resilience scale:** The concept of a resilience scale for cities and the possibility of objectively evaluating and comparing cities' resilience maturity is scientifically novel.
- **Interdisciplinarity:** Experienced and renowned experts represent theory, practice, standardisation and communication.



4.5 KEYWORDS

The keywords below are recommended for use as thematic categories for online and print dissemination for the project. They are suitable tags for online posts related to the project.

Fixed EC Keywords

- ➔ Risks assessment
- ➔ Modelling and impact reduction
- ➔ Security
- ➔ Crisis management
- ➔ Population protection

Free Keywords

- ➔ Resilience Management Guidelines
- ➔ Risk assessment
- ➔ Risk systemicity
- ➔ Operational Tools
- ➔ Policies
- ➔ Resilience Diagnosis Monitoring Management
- ➔ Maturity Model

5. TARGET AUDIENCE

Target Groups	Who	What	How
CITIES	Stakeholders (technical practitioners) in Tier 1 and Tier 2 cities	Train stakeholders in use of tools and and encourage update of tools	Stakeholder Dialogue, Webinars, Stakeholder Workshop, final conference, Open European Day
CITIES	Stakeholders (decision-makers) in Tier 1 and Tier 2 cities	Drive political commitment to investment in resilience building	Stakeholder Dialogue, Webinars, Stakeholder Workshop, provision of handbooks and policy briefs , media visibility e.g. through ICLEI communications in the context of COP23,
CITIES	Tier 3 cities (technical practitioners)	Train stakeholders in use of tools and and encourage update of tools	Stakeholder Dialogue, Webinars, Stakeholder Workshop, final conference, Open European Day
CITIES	Tier 3 cities (decision-makers)	Drive political commitment to investment in resilience building	Stakeholder Dialogue, Webinars, Stakeholder Workshop, provision of handbooks and policy briefs, media visibility
CITIES	Tier 4 cities (technical practitioners and decision-makers)	Raise awareness of SMR tools and the need for investment in resilience	Stakeholder dialogue (Greek Tier 4 cities), Final conference, Open European Day, ICLEI World Congress, newsletters, social media
Research community	Researchers in the fields of resilience, CI, risk and climate change	Contribute to resilience research, share lessons learned	Publications, conference presentations, classroom teaching, follow-up research
EU policymakers	DG HOME, DG ECHO, UDITE/European Federation of Local Government Chief Executives	Recognise the need for investment in resilience	Policy briefs, Community of Users, session at European Week of Regions and Cities, session in Cities and Regions Pavillion at COP23, Brussels Stakeholder Workshop, final conference, Open European Day, ICLEI World Congress

Table 5.1 Target audience



5.1 PRIMARY TARGET GROUPS

5.2.1 CITIES

The project has defined the following stakeholders, which are also the target groups for project communication. Below, they are listed according to the stage at which they become involved in the resilience process:

- ➔ Local government; Emergency services; Critical infrastructures
- ➔ Public-private companies; NGOs; Volunteers; Regional government
- ➔ Media; Citizens; Academic and scientific entities; National government
- ➔ European legislative body
- ➔ International organisations

Tier 3 cities

The following cities have returned signed declarations of commitment to the project and are thereby now official Tier 3 cities.

Reykjavik (Iceland), Malaga (Spain), Stirling (UK), Malmö (Sweden), Greater Manchester (UK), Athens (Greece), Amman (Jordan), Thessaloniki (Greece).

The following cities have been invited to participate in Tier 3 and some may still join the programme on request:

Barcelona (Spain), Belgrade (Serbia), Bologna (Italy), Münster (Germany), Cork (Ireland).

Guidance to Tier 3 cities

Guidance and support will be provided to Tier 3 cities primarily by ICLEI Europe. The cities selected are already part of ICLEI's network and are in regular contact with ICLEI either due to their



membership of ICLEI or cooperation in other projects. Where specific guidance is needed from developers or cities, ICLEI will act as broker and will request input from the most suitable partner.

Engagement of Tier 3 cities is supported by the inclusion of the Tier 3 cities and examples from their city contexts at the Thessaloniki Stakeholder Dialogue in November 2017.

5.1.2 THE RESEARCH COMMUNITY

The project will contribute to resilience research and will be highly visible in the research community at conferences and with regular journal publications and dedicated special issues⁵.

Further information on the tactics of utilising the channels of academic journals and conferences are elaborated in 6.1.6 Academic channels.

Cooperation with related projects

SMR collaborates on communication activities with related projects including a shared newsletter, invitations to common events, exchange of news and updates. Monthly communication calls are organised by Clara Grimes, ICLEI and an in-person meeting to organise the final conference was held on 11th September at the ICLEI office in Brussels.

- RESILENS: Realising European ReSilience for Critical INfraStructure
- DARWIN
- IMPROVER: Improved risk evaluation and implementation of resilience concepts to critical infrastructure
- RESOLUTE: RESilience management guidelines and Operationalization appLied to Urban Transport Environment

Partnerships with further projects:

- RESIN

⁵ Journal Technological Forecasting and Social Change Special Issue



- RESISTAND
- DRIVER: Driving Innovation in Crisis Management for European Resilience (until 2016)
- Epicuro: twinning programme

6. TACTICS

6.1 PROJECT COMMUNICATION CHANNELS

6.1.1 PROJECT EVENTS

Events are a major communication channel for the project.

Activity	Date	Location	Target
1st Stakeholder Training Workshop / SD Model	7-9 June 2017	Donostia	Donostia Stakeholders
1st Webinar / SD Model	19 July 2017	Online	Donostia/ Bristol
2 nd Stakeholder Training Workshop / SD Model	15 September 2017	Glasgow	Glasgow Stakeholders
2 nd Webinar / SD Model	15-25 September 2017	Online	Glasgow / Rome/ Riga
3 rd Stakeholder Training Workshop / SD Model	26 September 2017	Kristiansand	Kristiansand Stakeholders
3 rd Webinar / SD Model	27-30 September 2017	Online	Kristiansand / Vejle
1 st Stakeholder Training Workshop /	18 September 2017	Glasgow	Glasgow Stakeholders

Co-Creation and Policy Tool			
1 st Webinar / Co-Creation and Policy Tool	19-26 September 2017	Glasgow	Glasgow / Rome / Riga
2 nd Stakeholder Training Workshop / Co-Creation and Policy Tool	20 September 2017	Kristiansand	Kristiansand Stakeholders
2 nd Webinar / Co-Creation and Policy Tool	19-26 September 2017 (tbc)	Online	Kristiansand / Vejle
3 rd Stakeholder Training Workshop / Co-Creation and Policy Tool	2 October 2017	Donostia	Donostia Stakeholders
3 rd Webinar / Co-Creation and Policy Tool	5-15 October 2017	Online	Donostia/ Bristol

Table 6.1 Events for Tier 1 and Tier 2 cities and their stakeholders

Activity	Date	Location	Partners involved	Target groups
Introductory briefing document about the project and 5 tools	October 2017	n/a	ICLEI & all 3 tool developers	Tier 3 Cities
Stakeholder	7 November	Thessaloniki,		Tier 1, Tier 2 Cities &

Dialogue	2017	Greece		Tier 3 Cities Tier 4 Cities (Pavlos Melas) included
Active guidance and consulting of Tier-3 Cities	November 2017 – March 2018	-	ICLEI	Tier 3 Cities
2-3 Webinars on the Resilience Management Guideline	December 2017 – February 2018	-	ICLEI & all 3 tool developers	Tier 3 Cities
Stakeholder Workshop	March 2018	Brussels	ICLEI	Tier 3 Cities

Table 6.2 Events and activities to reach Tier 3 cities

Public events

- A European Workshop on Resilience in Cities and Communities was held on 4th April 2017. This fostered networking between European-funded projects working on the topic of resilience and was the first effective step in comparison and integration of the tools.
- Stakeholder Dialogue targeted at Tier 2 cities: Thessaloniki, Greece 07-11-2017
- Stakeholder Workshop targeted at Tier 3 cities: Brussels, Belgium as part of the successful Breakfast at Sustainability's event series run by ICLEI Europe, 07-03-2018
- Final conference: Week 15 of 2018 in collaboration with DARWIN, RESOLUTE, Resilens and IMPROVER in Brussels, Belgium.
- SMR tools showcase and programme involvement in Open European Day

6.1.2 EXTERNAL EVENTS

Partners will attend and present at the following events:

Event name	Event type	Date from	Date to	Target audience
3rd European Climate Change conference	Conference	05.06.2017	09.06.2017	Practitioner and academic community with interest in climate change
WIT Disaster Management 2017	Conference	07.06.2017	09.06.2017	Academic community: Researchers in Disaster Management
EURAM conference	Conference	21.06.2017	24.06.2017	European academic community in the area of management studies
7th REA Symposium 'Poised to adapt: Enacting resilience potential through design, governance and organization'	Conference	26.06.2017	29.06.2017	Scientific community
7th REA Symposium 'Poised to adapt: Enacting resilience potential through design, governance and organization'	Conference	26.06.2017	29.06.2017	Scientific community
Wettbewerbsvorteile durch Normen & Standards in Innovationsvorhaben	Invited talk	06.07.2017	06.07.2017	Professionals from industrial practice
Group Decision and Negotiation conference	Conference	15.08.2017	18.08.2017	Academic community in the area of management science
OR59 Annual Conference	Conference	12.09.2017	14.09.2017	Academic and practitioner community in the area of operational research
Cities and Climate	Conference	19.09.2017	19.09.2017	Researchers

Change				
CRITIS (International Conference on Critical Information Infrastructures Security)	Conference	10.10.2017	10.10.2017	Researchers and CI providers
Investing in resilience: a necessity for European cities? What solutions?	Workshop	11.10.2017	11.10.2017	European policymakers
CEN/CENELEC/ETSI Sector Forum Smart and Sustainable Cities	Forum	19.10.2017	19.10.2017	Standardization
ISCRAM-med 2017	Conference	18.10.2017	20.10.2017	Scientific Community
UN Bonn Climate Change Conference	Event	09.11.2017	17.11.2017	Cities, international community
EURID award ceremony	Award ceremony	21.11.2017	21.11.2017	European projects
EUGIC Congress	Conference	29.11.2017	29.11.2017	Cities and scientific community
Healthy Cities Conference	Conference	06.12.2017	08.12.2017	Cities and scientific community
HICSS 2018	Conference	03.01.2018	06.01.2018	Scientific Community
HICSS 2018	Conference	03.01.2018	06.01.2018	Scientific Community
IEC SyC Smart Cities Plenary 2018	Conference	29.01.2018	29.01.2018	Cities
UN-Habitat World Urban Forum	Training session	07.02.2018	13.02.2018	Global cities and policymakers
CoU Thematic Days	Workshop	05.03.2018	09.03.2018	European legislative body
IPCC Conference	Training session	05.03.2018	09.03.2018	Research community and international policymakers

Open European Day	Conference	25.04.2018	25.04.2018	Cities
Bonn Resilient Cities	Conference	26.04.2018	28.04.2018	Cities
CoU workshop on resilient cities	Conference	04.06.2018	06.06.2018	European legislative body
ICLEI World Congress	Conference	19.06.2018	23.06.2018	Cities
Adaptation Futures	Conference	19.06.2018	23.06.2018	Scientific Community
EURAM	Conference	20.06.2017	23.06.2017	Scientific Community
EURO	Conference	08.07.2018	11.07.2018	Scientific Community

Table 6.3 External events

6.1.3 ONLINE CHANNELS

The SMR project website is a central communication channel for the project. The website is available at <http://smr-project.eu>.

Month	Total visits	Articles
M1-12	3830	19
M13-24	14345	34
M25-36 (KPI)	30000	50

Table 6.4 Online channels

The SMR was nominated for a 'Best website' award under the 'Laurels' category as part of the EURID web awards.

Partner Websites

- 1 ICLEI Europe website [1](#) [2](#) [3](#) [4](#)



- 2 DIN website <https://www.din.de/en/innovation-and-research/research-projects/security/smr-89484>
- 3 CEN website <https://www.cencenelec.eu/news/workshops/Pages/WS-2017-013.aspx>
- 4 Kristiansand municipal website [1](#) [2](#) [3](#)
- 5 South Norway website <http://south-norway.no/smart-mature-resilience/>
- 6 Rome municipal website www.urbanistica.comune.roma.it/smr.html
- 7 CIEM, University of Agder website <http://ciem.uia.no/horizon2020-project-on-resilience-for-ciem>
- 8 RESILENS website <http://resilens.eu/event/7th-smart-mature-resilience-newsletter/>
- 9 University of Strathclyde website <https://strathprints.strath.ac.uk/61339/>
- 10 BC3 <http://info.bc3research.org/event/bc3-seminars-smart-mature-resilience-towards-resilient-cities-europe/>
- 11 Vifin website <http://vifin.dk/index.php/en/current-projects/520-smart-mature-resilience>
- 12 Estrategia Donostia website <http://www.donostiafutura.com/eu/berriak/donostiak-smart-mature-resilience-proiektua-hartzen-du>
- 13 Tecnun website <http://www.tecnun.es/vida-universitaria/noticias/2016/donostia-sigue-fortaleciendo-su-resiliencia-con-el-proyecto-smart-mature-resilience>

Open access publications



- Smart Mature Resilience, System Dynamics Based Interactive Learning Environment: A Beta Version in WIT PRESS <https://www.witpress.com/elibrary/sse-volumes/7/3/1883>
- D4.3 “Design principles for the use of social network services to promote citizen engagement” published on BIBSYS Brage https://brage.bibsys.no/xmlui/bitstream/handle/11250/2428310/D4%2B3_SMR.pdf?sequence=4

6.1.4 MAILING LISTS AND NEWSLETTERS

The Smart Mature Resilience project distributes quarterly newsletters. The project has so far coordinated two joint newsletters, to which the DARWIN, RESILENS, IMPROVER and RESISTAND projects contributed.

Month	Subscribers	Newsletters
M1-12	25	2
M13-24	258	4
M25-36 (KPI)	350	4

Table 6.5 Newsletters

Partner Newsletters

Updates from SMR are shared in the following partner newsletters:

- 1 Informationsbrief zur zivilen Sicherheitsforschung (DIN)
- 2 ICLEI Europe eNews
- 3 ICLEI Global eNews
- 4 ICLEI Europe Adaptation mailing list



6.1.5 SOCIAL MEDIA

The project maintains a LinkedIn and Twitter account.

Twitter statistics @SMR_Project_eu

Month	Tweets	Tweet impressions	Profile visits	Mentions	New followers
Aug 2016	26	8,208	163	7	32
Sep 2016	14	5,130	187	15	26
Oct 2016	7	3,537	93	5	30
Nov 2016	5	2,507	110	4	30
Dec 2016	4	2,015	57	11	10
Jan 2017	5	3,123	40	2	7
Feb 2017	5	2,464	41	0	10
Mar 2017	18	11.9K	228	13	28
Apr 2017	16	17.2K	115	21	12
May 2017	9	10.2K	104	15	23
Jun 2017	17	10.7K	81	7	9
Jul 2017	10	6,851	60	4	2
Aug 2017	5	7,341	103	7	2



Sep 2017	17	14.4K	100	14	21
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Table 6.5 SMR Twitter statistics

Total tweets: 376

Current followers: 249

Key performance indicator by M36: 300 followers

Other social media accounts

- TECNUN maintains an active Twitter account used primarily for sharing SMR project updates: <https://twitter.com/resilientecnun>
- ICLEI Europe Twitter account (regular retweets)
- Regular retweets by Twitter accounts of SMR team at ICLEI (e.g. [@OpenEuropeanDay](#) and Twitter support by colleagues on request (e.g. [Ruggedised](#))
- [SMR playlist](#) on ICLEI Europe YouTube channel
- [ResearchGate](#)
- SMR Project group on LinkedIn (57 group members, 29 posts, all by Clara Grimes)

Engagement with the project on Twitter

References to the project are active on Twitter. Without resources for comprehensive tracking software, and example of accounts tweeting the exact phrase “Smart Mature Resilience” in reference to the project are listed below. The tweets below refer to **#SmartMatureResilience**, “**Smart Mature Resilience**”, “**SMR project**” or **@SMR_Project_eu**.

@bacigalupe	@ambarthe	@VasilisStadt	@eliserafinelli
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@ellingen	@TIEMS_ORG	@BC3Research	@SeGA_Gu
@DARWINH2020	@SMR_Project_eu	@Ruggedised	@nordicgeo
@aitzibersanroma	@tecnun	@YngveAr	@giornalecomuni
@H2020trondelag	@tinacomes	@CIEMUiA	@RESOLUTE_eu
@citizenergy	@EUregistry	@missrok	@resilienteurope
@grighav	@petersen_laura	@clara_g_ie	@Jro_tweet
@ResiStand_EU	@isabel4climate	@emilie_events	@resilientecnun
@ImproverProject	@emabellini	@e2020dss	@eliserafinelli
@birgitgeorgi	@NFrantzeskaki	@gomezconejo	@UIDC_UG
@safiulins	@Ivonne_Herrera	@jasonbechler	@resilientecnun
@EUSciComm	@EU_H2020	@Trilateral_UK	@tecnun
@GlasgowHSMA	@EileenM44798088	@TheStrallos	@Frankie_Brrtt
@ICLEI_Europe	@OpenEuropeanDay	@GlasgowCC	

Table 6.6 Accounts engaging on Twitter

Note on terminology:

Before the project was launched, the term “SMR Project” most commonly referred to Small Modular Reactor nuclear power projects. Since the project was launched in 2015, use of the term “SMR Project” to refer to the Smart Mature Resilience Project comprises over 95% of references to the term on Twitter while 5% refer to “Small Modular Reactor” or other uses. Accounts referring to the nuclear or other contexts have been excluded from the above table.



6.1.6 SCIENTIFIC PUBLICATIONS

Name	Journal	Status	Partner
SMART MATURE RESILIENCE, System Dynamics Based Interactive Learning Environment - A Beta Version	International Journal of Safety and Security Engineering	Published 12.09.17	TECNUN, CIEM
SMR Delphi Process	Technological Forecasting and Social Change (JCR Q1)	Work in Progress	TECNUN
TBC: Topic – resilience portal	Technological Forecasting and Social Change (ISSN: 0040-1625, 2016 Impact Factor: 2.625)	Work in Progress	CIEM
SMR MM	Cities (JCR Q1)	Work in Progress	TECNUN
Public Private People Partnerships and European Resilience Backbone	Urban Studies (JCR Q1)	Work in Progress	TECNUN
Framework for Public Private People Partnerships in city resilience building	Safety Science (JCR Q2)	Submitted	TECNUN
Characteristics of successful Public Private People Partnerships	Aldiri (Latindex)	Work in Progress	TECNUN



SD Model	Pending	Pending	TECNUN
Repository of policies to improve Public Private People Partnerships	ESREL 2018 (Conference)	Work in Progress	TECNUN
TBC	Government Information Quarterly (ISSN: 0740-624X, 2016 Impact Factor: 4.090)	Work in Progress	CIEM
TBC	Information and Organization (ISSN: 1471-7727, 2016 Impact Factor: 2.083)	Work in Progress	CIEM
Knowledge Acquisition Using Group Support Systems	Tentative target outlet is the European Journal of Operational Research	Submission planned	Strathclyde
Risk Systemicity and City Resilience	Tentative target outlet is the Long Range Planning or Public Management Review	Strathclyde intend to submit this paper to an academic journal by end of year 2017	Strathclyde
Umbrella paper of the SMR project, with a focus on critical infrastructure. The focus will be on how the tools come together to build city resilience. Title TBC	IJCIP	Currently being written. Deadline for final version: 08-12-2017	Collaboration between Tecnun, CIEM, Strathclyde, LiU, ICLEI, DIN
White paper	TBC	In planning	SMR (Tecnun) in collaboration with



other DRS7
projects

Table 6.7 Scientific publications

The CIEM team published two papers regarding the Resilience Information Portal in the second year of the project and so far two papers are forthcoming in the third year. At least two more papers (both at journal level) that follow up with results from WP4, along with additional papers documenting the interplay of WPs.

6.1.7 CONFERENCE PAPERS

Name	Journal/Conference	Status	Partner
Repository of policies to improve Public Private People Partnerships	ESREL 2018 (Conference)	Work in Progress	TECNUN
Smart mature resilience	3rd European Climate Change Adaptation Conference - Glasgow, United Kingdom	Published - 5 Jun 2017	Strathclyde
Co-creating Communication Approaches for Resilient Cities in Europe: the Case of the EU Project Smart Mature Resilience	2017 ISCRAM conference	Published in Proceedings of ISCRAM 2017	ICLEI & CIEM
Resilience Information Portal	2017 ISCRAM conference	Published in Proceedings of ISCRAM 2017	CIEM & TECNUN



Smart Mature Resilience	International Conference on Information Systems for Crisis Response and Management	Presented at conference	CIEM
Smart Mature Resilience	International Conference on Information Systems for Crisis Response and Management in Mediterranean Countries	Presented at conference	CIEM
Smart Mature Resilience	Hawaii International Conference on System Sciences (Government and Disaster Resilience Mini-track)	Presented at conference	CIEM
Smart Mature Resilience	University of Strathclyde's internal research conference, 30th May 2017 in Glasgow, UK	Presented at conference	Strathclyde
Smart Mature Resilience Poster presentation	ECCA conference	Presented at conference	Strathclyde
Risk Systemicity and City Resilience	EURAM conference	Presented at conference, journal submission planned	Strathclyde
Knowledge Acquisition Using Group Support Systems	Group Decision and Negotiation Conference, 14-18th August 2017 in Stuttgart, Germany	Presented at conference, won Best Springer best paper, journal submission	Strathclyde



planned

The Risk Systemicity Questionnaire: using causal risk mapping to support resilience building in cities	Operational Research Society Conference, Loughborough, September 2017	Presented at conference	Strathclyde
Smart Mature Resilience	WIT Disaster Management 2017	Paper we have presented has been selected to be published	Tecnun & CIEM
Towards a Framework for Cross-Sector Collaboration: Implementing a Resilience Information Portal.	ISCRAM-med 2017	Accepted: conference upcoming	CIEM & ICLEI
Conceptualizing and Designing a Resilience Information Portal	HICSS 2018	Accepted: conference upcoming	CIEM & TECNUN
A Conceptual System Dynamics Maturity Model of City Resilience	HICSS 2018	Accepted: conference upcoming	CIEM
Smart Mature Resilience: hirien erresilientzia garatuz	IkerGazte PhD congress	Presented	TECNUN
Hiri erresilientizaren eraikitze prozesua hobetzeko erakunde publiko, konpainia pribatu eta pertsonen arteko erkalan markoa	IkerGazte PhD congress	Presented	TECNUN



Defining the role of city stakeholders regarding the climate change adaptation considering the city resilience context	Cities and Climate conference Potsdam	Paper presented	Tecnun
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Table 6.8 Conference papers

Awards

- Colin Eden, Igor Pyrko, Susan Howick. „Knowledge Acquisition Using Group Support Systems“. Group Decision and Negotiation Conference, held between 14-18th August 2017 in Stuttgart, Germany. Won the Springer Best Paper Award.: Strathclyde intend to submit this paper to an academic journal by end of year 2017. Tentative target outlet is the European Journal of Operational Research
- The Strathclyde team was awarded ‘Best Presentation’ award at the University of Strathclyde’s ‘StrathWide 2017’ internal conference, which brings together researchers from different faculties within the University. The presentation was authored by Igor Pyrko, Susan Howick, and Colin Eden, and it was titled ‘Smart Mature Resilience’. The presentation described the aims of the project, whilst focussing in particular on the construction of the Risk Systemicity Questionnaire. The presentation was awarded as part of the ‘Policy and Society’ strategic theme of the University of Strathclyde.
<https://www.strath.ac.uk/hr/learninganddevelopment/researchstaffdevelopment/researchersgroup/strathwide2017/>
- Special prize awarded to TECNUN researchers at IkerGazte PhD congress for the research that helps in Basque Country development <http://www.ueu.eus/ikergazte/en/>

6.1.8 PARTNER CHANNELS

The following channels are used to disseminate project updates and communicate about the project:



Collaboration support and related projects

- ➔ ResiStand website and social media
- ➔ DARWIN website and social media
- ➔ IMPROVER website and social media
- ➔ ESPRESSO project website
- ➔ EPICURO project website
- ➔ RESIN project website

Partner networking

- Jose Julio Gonzalez, CIEM, University of Agder: “Meetings, seminars, workshops, conferences, media, direct contact to decision-makers”
- Tim A. Majchrzak, CIEM, University of Agder: “University-based meetings with scientists and local industry”
- Sigurd Paulsen, Kristiansand: “[meetings with] County Governor of Aust- and Vest Agder”
- Lucy Vilarkin, Bristol: “Emails to Bristol City Council colleagues, Adaptation Working Group - UK Core Cities network (quarterly meetings and emails), Local Advisory Group meetings DRY (Drought Risk & You) project, annual Resilient Communities conference - workshop session”
- Bristol City Council participation in 100 Resilient Cities network and other European projects/networks - URBACT, RESCCUE, CLAIRCITY, REPLICATE.
- Rome plans to propose to other cities to take up project tools.
- ICLEI Europe email and in-person updates, particularly about standardization progress, with ISO/TC 268 - Sustainable cities and communities, of which Holger Robrecht, ICLEI Europe is a member



6.1.9 MAINSTREAM MEDIA

- Noticias de Gipuzkoa <http://www.noticiasdegipuzkoa.com/2017/03/07/vecinos/donostia/la-red-connecting-talent-nace-para-atraer-a-los-investigadores-locales>
- Newsgo.it <http://newsgo.it/2017/05/al-forum-pa-mega-progetti-europei-roma-capitale/>
- Forum PA <http://www.forumpa.it/citta-e-territorio/innovazione-urbana-il-percorso-a-forumpa17>
- Actualidad Aseguradora print magazine (Readership 64000)
- Europabanken <http://europabanken.no/prosjekt/smart-mature-resilience>
- Donostia/ San Sebastian local newspaper Noticias de Gipuzkoa <http://www.noticiasdegipuzkoa.com/2017/03/07/vecinos/donostia/la-red-connecting-talent-nace-para-atraer-a-los-investigadores-locales>
- Norges forskningsråd https://www.forskningsradet.no/prognett-horisont2020/Nyheter/Kristiansand_forbereder_seg_pa_det_uforutsette/1254012631476/p1253988679434

6.1.10 PROSPECTIVE PARTNER CHANNELS

The following channels have not yet been used to disseminate the project but have been put forward by partners for use during the final phase of the project:

- Norwegian Academy of Science and Letters
- Rome's local TV channels
- Local newspaper of Kristiansand



6.2 COMMUNICATION PRODUCTS

6.2.1 TEMPLATES FOR PROJECT REPORTS

A generic project reporting template for Microsoft Word has been developed by ICLEI through an external designer.

6.2.2 POWERPOINT TEMPLATE

A generic project template for PowerPoint presentations has been developed by ICLEI through an external designer and shared with all project partners. This template can be used for any presentations representing the project at conferences or other meetings.

6.2.3 LEAFLET

A project leaflet providing the primary points about the project has been developed by ICLEI through an external designer and was updated after the first year to reflect the updated tool names and to add a 'Join SMR' Call to Action to invite Tier 3 cities.

6.2.4 BANNER

A branded banner representing the project has been developed by ICLEI through an external designer. A third banner was printed in the second year to meet the need of multiple partners representing SMR at external events.

6.2.5 BROCHURE

A brochure template for publications targeted at external stakeholders, e.g. policy briefs D7.3, has been developed by ICLEI through an external designer.

6.2.6 MATURITY MODEL HANDBOOK

A handbook has been developed and printed to support understanding and use of the Resilience Maturity Model. The handbook is available for download at <http://smr-project.eu/deliverables/>.



6.2.7 MATURITY MODEL POSTER

A poster format for the Resilience Maturity Model has been developed. This poster is available for download at http://smr-project.eu/fileadmin/user_upload/Documents/Resources/WP_3/SMR-maturity-model-table.pdf.

6.2.8 FURTHER BROCHURES

A short handbook is planned to support use of the RSQ. A final project leaflet will combine the tool handbooks and contain information on the European Resilience Management Guideline

6.2.9 PAPER/BRIEFING DOCUMENT

A summary document on the project and its tools was written by Clara Grimes and published as part of the handbook for the Community of Users resilience workshop in Brussels on 13-14 September 2017. This document was distributed to Tier 3 cities as briefing material and will be used as the basis for a project handbook.

6.2.10 SUPPORTING VIDEO CLIPS

25 short video clips have been prepared to provide online guidance for the Resilience Maturity Model, Risk Systemicity Questionnaire and City Dynamics Model and with insights from each of the project cities. These video clips have been shared on the SMR website and SMR Youtube playlist on the [ICLEI Europe YouTube channel](#). A final video is planned, which will edit the key messages from these videos together.

An animated whiteboard-style video is planned, summarizing and explaining visually the SMR definition of city resilience.

6.2.11 REQUESTED ADDITIONAL DISSEMINATION ACTIVITIES

Partners have suggested the following additional activities, which are planned:

- Development of an email signature with SMR logo, strapline and website
- Infographic describing the ERMG and daughter tools



7. VISUAL IDENTITY

A visual identity has been developed for the project by a professional designer as part of Deliverable 7.1. A logo and colour scheme has been designed for the Smart Mature Resilience project to be used in all communications products and in official documents. The design of the logo, website and document templates including headers and tables are corresponding and apply the same colours, angles, lines and fonts, ensuring a recognisable and coherent visual identity for the project.

7.1 LOGO



Image 7.1 SMR logo

The logo consists of three main parts:

7.1.1 ISOTYPE

The isotype is a symbol representing a combination of challenges and solutions. The blue element stands for critical infrastructure, green for climate change and sustainability planning and orange represents societal and systemic challenges and solutions. The symbol represents both physically robust infrastructures, as it forms a shape resembling a spanner or cog system, and also resembles vertebrae of a spinal column, referring to the project's theme of a resilience 'backbone'.

The shapes are interlinked, forming an upwards-facing arrow, indicating growth, development and the evolution towards adaptation maturity.



The colours are not divided by lines or arrow shapes but blend together in a gradient, as the issues and challenges are interdependent and interconnected, as are the solutions and structures that address them. This reflects the project's holistic approach.

The central node can also be interpreted to represent any given city working towards resilience, as each city is supported by other cities' resilience development. Further, it represents the mutual benefits of European cities developing their adaptation maturity, as this helps to support and maintain other cities' resilience development.

7.1.2 STRUCTURE

The structure is the shape of a city skyline, as cities are central to the project; as active partners, subjects of study, objects of pilot testing and a primary target group. The overall shape mirrors the upward-facing arrow of the logo, again indicating progress and development. The shape includes trees and open space rather than only a blocked skyline, referring to the multi-functionality of resilience approaches that combine climate change mitigation measures and adaptation measures.

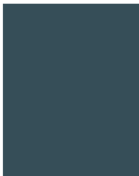



7.1.3 TEXT

The logo integrates the project's acronym SMR written in graphic bold (SMR grey) and the full name, Smart Mature Resilience, in graphic light.



Image 7.2 Black and white logo version

7.2 COLOUR SCHEME

			
CMYK = 30 C/0M/0Y/80K RGB = 62/79/88	CMYK = 100 C/0M/0Y/0K RGB = 0/58/224	CMYK = 50C/0M/100Y/0K RGB = 151/191/13	CMYK = 0C/35M/85Y/0K RGB = 248/179/52

7.3 ICONS

A set of icons to represent each tool, Resilience Maturity Model dimension and subdimension and stakeholder group has been developed to support visual communication of the project.

7.3.1 STAKEHOLDERS

 Local Government	 Emergency Services	 Critical infrastructures	 Public-private companies	 NGOs
 Volunteers	 Regional governments	 Media	 Citizens	 Academic and scientific entities
 National government	 European legislative body	 International organisations		

Table 7.1 Stakeholder icons

7.3.2 DIMENSIONS AND SUBDIMENSIONS

 <p>Leadership and Governance</p>		 <p>Preparedness</p>	 <p>Infrastructure and Resources</p>	 <p>Cooperation</p>
 <p>Municipality, cross-sectorial and multi-governance collaboration</p>	 <p>Legislation development and refinement</p>	 <p>Education and training</p>	 <p>Reliability of CIs and their interdependences</p>	 <p>Development of partnerships with city stakeholders</p>
 <p>Learning culture (learning and dissemination)</p>	 <p>Resilience action plan development</p>	 <p>Diagnosis and Assessment</p>	 <p>Resources to build up resilience</p>	 <p>Involvement in resilience networks of cities</p>

Table 7.2 Dimension and subdimension icons

7.3.3 TOOLS






 <p>Maturity Model</p>	 <p>Risk Systemicity Questionnaire</p>	 <p>City Dynamics Model</p>	 <p>Resilience information and engagement portal</p>	 <p>Resilience Policies</p>
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Table 7.3 Tools icons

7.3.4 EUROPEAN RESILIENCE MANAGEMENT GUIDELINE

The guideline icon is an extension of the SMR logo as the core output of the project. The five elements represent the five tools that interlock to comprise the guideline. The design allows for layouts where tools are embedded in the central circles, to further show how the tools interlink to form the guideline. The closed shape demonstrates the cyclical process of guideline implementation.



Image 7.3 Guideline icon

7.3.5 RISK SYSTEMICITY QUESTIONNAIRE TOPICS

A graphic was developed to represent the nine topics of the Risk Systemicity Questionnaire. This graphic is now under revision, as the new topic, critical infrastructure, will be added as a tenth topic.

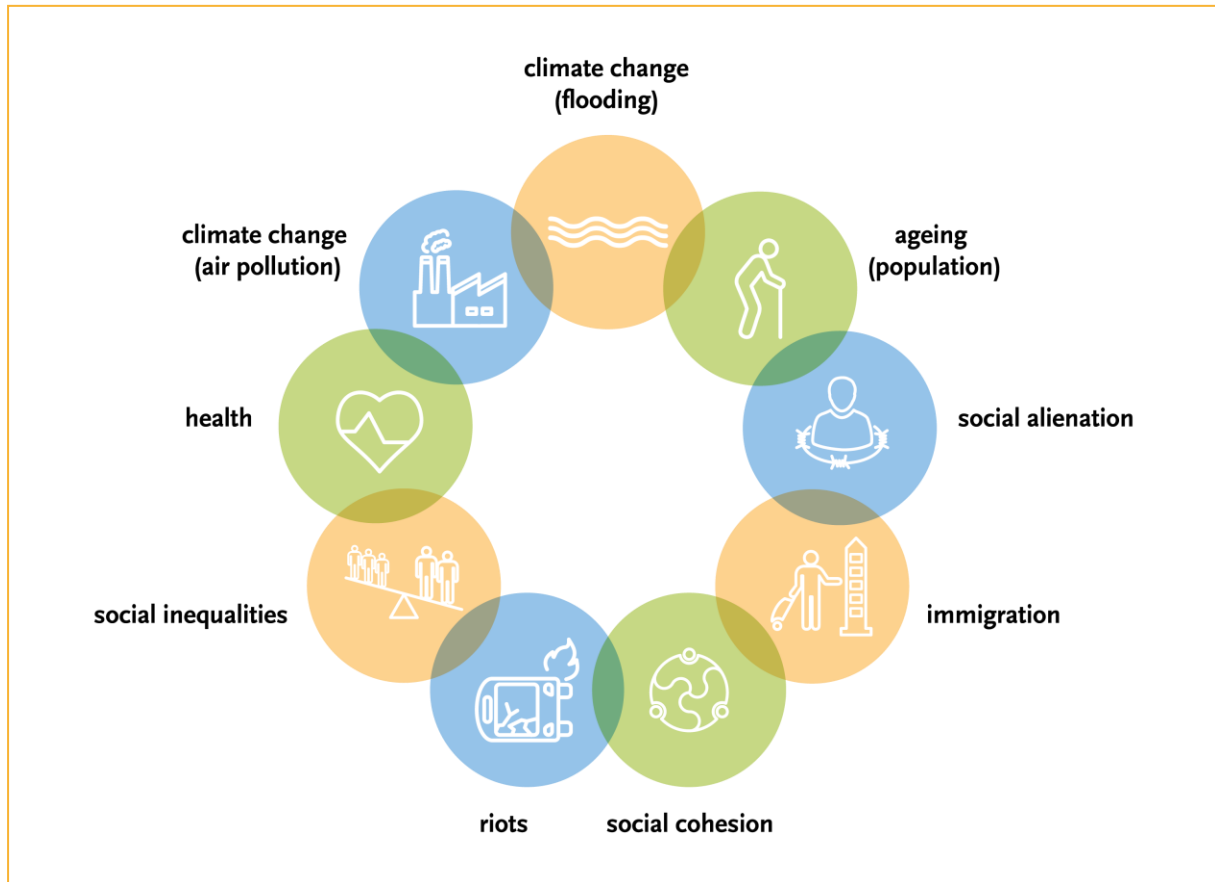


Image 7.4 RSQ topics graphic



8. STANDARDISATION

The SMR project partner DIN (German Institute for Standardization) is going to support the dissemination of the SMR solutions by constituting joint European standards. For the development of the so-called CEN Workshop Agreements (CWA), DIN promoted the SMR tools at the ‘European Workshop for Resilience in Cities and Communities’ on the 4th of April in Berlin to project external city representatives, researchers and consultants. The basis for the envisaged three CWAs will consist of SMR tools, but cooperation with project externals in the development of the standards will be of public good. That is why DIN invited project external experts from other Horizon2020 projects to elaborate to the documents and by doing so DIN furthermore disseminated the SMR tools.

The following three CWAs are envisaged to be developed out of the SMR project:

- City Resilience Development – Maturity Model
- City Resilience Development – Operational Guidance
- City Resilience Development – Information Portal

The kick-off meeting of the latter one took place in June 2017 in Brussels. Because of the European Workshop representatives of the RESOLUTE and RESCCUE project joined the development group. The kick-off meetings for the other two envisaged CWAs will take place on 8th November 2017 and DIN is going to invite the participants of the European Workshop to join the development of these standards. For further information about the standardization potential that was identified out of the SMR project see D6.2 ‘Summary of Standardization Potentials’ and for insights into the European Workshop see D6.3 ‘European Workshop Report’. In November 2017 DIN will publish a report (D6.4) on the envisaged CWAs. Outcomes of these activities will be included in the updated version of the exploitation strategy to be submitted in M33 as originally foreseen in the Grant Agreement.



9. EVALUATION OF COMMUNICATION ACTIVITIES

ICLEI will conduct internal evaluation and revision where necessary of the following aspects of the communication activities:

9.1 WEBSITE USER EXPERIENCE

9.1.1. EURID

The SMR website has been nominated for a .eu web award. Following the award ceremony, a request for feedback will be sent to EURID as their analysis would be useful feedback and performed by professionals.

9.1.2. UX EVALUATION

A short 10-question user experience questionnaire will be prepared by ICLEI as a Google Form and shared with Tier 2 cities to request input from the target end users and shared on social media, targeting web design professionals, web design LinkedIn groups and web development students to request an impartial and informed opinion.

9.1.3. ONGOING ONLINE FEEDBACK FORM

An online feedback form is under development to collect users' input on the tools.

9.2 EVENT ORGANISATION

A printed feedback form will be prepared by ICLEI for each public event organised by ICLEI, distributed to participants and collected at the end of the event. Participants will also receive a link to a feedback form in the case of each event to complete it online.



9.3 DEMONSTRATION OF IMPACT OF COMMUNICATION WORK

The steady increase in numbers of visitors to the SMR website, social media followers and interactions and newsletter subscribers indicates successful activities in these areas.

9.3.1 SELF- REPORTING

- **DIN:** “The European Workshop on Resilience in Cities and Communities (organized by DIN) the development group of the envisaged CWA (CEN Workshop Agreements) was extended by SMR project externals.”
- **CIEM, University of Agder:** “We meet with strong interest from decision-makers, stakeholders and whenever interested citizens are addressed.”
- **CIEM, University of Agder:** “We have many reports from partners that were very eager to learn about results. Scientific papers are also very well received.”
- **Kristiansand:** “In the work of making the next municipal strategic plan of Kristiansand we have been inspired by the SMR project to open up for many co-creation processes. We have also explored methods to reach citizens and enhance resilience competency.”
- **Rome:** “Reception by specialized stakeholders is very good. Some constraints still persist in order to reach a wider audience”
- **TECNUN:** “Use of the Resilience Information Portal. It record all the information posted on it.”

8.1 STATUS OF EARLY ADOPTION OF TOOLS

- **CIEM, University of Agder:** “Adoption is visible among those whom we reach directly. Cities have a big and complex structure that makes wide adoption a slow process, which also depends on political priorities. Pressure (directives) from the Commission to member states and from member states to their cities are perhaps needed.”



- **CIEM, University of Agder:** “Tier-1: good dissemination. Tier-2 yet to be increased.”
- **Kristiansand:** “It is very hard to adopt tools that still are under development in the SMR project, but we have tried to use some of the ideas behind the tools to modify the existing methods we use in our strategic planning.”
- **Tecnun:** “Cities seem very interested on having tools regarding city resilience in order to elaborate and work more on the topic. Therefore they actively participate and give their opinion.”
- **Tecnun:** “Tier-1 cities developed the first phase of the portal.”
- **Bristol:** “BCC is a Tier 2 city. We are exploring the potential for using the final SMR tools within the authority in discussion with our Strategic Resilience Officer and relevant colleagues. Although discussions are ongoing, some of the principles embodied by the tools e.g. the RMM's SMART trajectory, are already helping to influence our resilience thinking.”

8.2 STAKEHOLDER FEEDBACK ON PORTAL TOOL

Feedback	Response
Continuous usage (of the portal) from crisis to day-to-day operations should be secured.	The portal offers the emergency mode. Moreover, cities are encouraged to build their own portals and to keep them updated with current content.
The portal should support internal communications (coordination) between official stakeholders.	The portal employs role-based authorization, which allows different organizations to have different rights and roles.
In a crisis situation, a map showing public resources (e.g. power outage and traffic information) could be useful.	The portal integrates mashup functions for a city to create maps, twitter feeds and other real-time information. Mashups combine data from several sources and make use of existing capabilities (e.g. Google Maps with added icons to highlight infrastructure).



From the citizens' point of view, the portal would be more useful if it had an app version.

The portal has been designed in a responsive way. The same content is shown independent of the screen size, but the presentation adjusts automatically, e.g. hiding the menu elements to a fold out menu and placing elements vertically under each other instead of horizontally beside each other. This makes it suitable to be adapted into a free-standing app.

Information from media is the best source for citizens. Using dashboard from media is one idea.

Inlining information from third party websites is possible, particularly if these websites offer direct integration capabilities. With more technical effort, an actual integration of data sources is possible. However, it should be considered that the stakeholder's comment does not reflect a universal opinion. CITIES have also argued that in case of crises they prefer to be the primary source of information, because this gives the city better control of the situation and can lead to more appropriately informed citizens.

8.3 STAKEHOLDER FEEDBACK ON RSQ

Feedback	Response
RSQ sounds like a good tool for facilitating conversations	Feedback integrated into key messages
Asking experts to discuss collectively risk systemicity may be a more suitable way of considering future events rather than relying on past histories (in codified form).	Incorporated into vision of RSQ as part of Resilience Management Guideline
Another benefit is probably a change in practitioners' thinking/actions once they are back in their workplaces following an RSQ workshop. But will they implement new solutions based on the workshop?	RSQ should be used as an interactive process



How did you merge the concepts in the causal maps when bringing the three maps together?

RSQ has since been updated

Does the SMR project account for climate change adaptation?

CCA is one element of resilience planning

Can the RSQ be helpful in preventing specific risks from happening?

Improves preparedness

RSQ looks like an innovative, practical, and promising tool

Interest from researchers in how we got the experts to participate in the workshops, and there was a real interest about the social dynamics aspect of the RSQ.

Cities agreed on the importance of risk systemicity, how the tool would be used after the project ended and how its use would be disseminated to other cities.

An audience member at the OR59 Annual Conference said that she had never thought about risks in this way and thought that it was really interesting.

A representative of DSTL has a contact with a national crisis group and thought that they would be really interested in what we were doing.



10 ROLES AND RESPONSIBILITIES

All partners will be involved in awareness-raising activities within their specific networks and areas of influence.

The following deliverables are required to be produced as part of WP7⁶:

- **Dissemination and communication strategy**
- **Project website**
- **Two policy briefs**
- **Report on Stakeholder Dialogue**
- **Report on Stakeholder Workshop**
- **Exploitation strategy**
- **Report on Final Conference**

⁶ See Description of Work, Annex 1 p.7-8



ICLEI as a work package leader will coordinate and is in charge of the following tasks⁷:

Task	Name	Contributing partners
T 7.1	Dissemination and communication strategy and dissemination material	n/a
T 7.2	Project website	n/a
T 7.3	Involvement of a tier-2 'Circle of Sharing and Learning'	TECNUN, CIEM, Strath, LiU
T 7.4	Advocacy and networking with relevant stakeholders	TECNUN, CIEM, Strath, LiU, Donostia, Kristiansand, Glasgow, Vejle, Bristol, Rome, Riga, DIN
T 7.5	Exploitation of project results	TECNUN, CIEM, Strath, LiU, DIN
T 7.6	Final Conference	TECNUN, CIEM, Strath, LiU, Donostia, Kristiansand, Glasgow, Vejle, Bristol, Rome, Riga, DIN

⁷ See Description of Work, p.34-35

11 TIMELINE

	Activity	Type	Due Date	Milestone
	Launch of Tier 3	Event	07-11-17	
	Stakeholder Dialogue	Event	07-11-17	
D7.5	Report on Stakeholder Dialogue	Report	M30	MS27
	Stakeholder Workshop	Event	07-03-2018	
D7.6	Report on Stakeholder Workshop	Report	M33 ⁸	MS28
D7.7	Second policy brief	Report	M35	
D7.8	Exploitation strategy	Report	M33	MS29
	Final conference	Event	W15 2018	
D7.9	Report on Final conference	Report	M36	MS30

⁸ Extension will be needed to allow time for review of the report before submission. The workshop has been scheduled on 7th March as the Guideline is due to be finalized only at the end of February according to the Grant Agreement.

12 ANNEX 1

RELEVANT PROJECTS

Abbreviation	Full name	Funding body
SEC	Risk Assessment and Mapping Guidelines for Disaster Assessment	European Commission
Disaster 2.0	Disaster 2.0: Using Web 2.0 applications and Semantic Technologies to strengthen public resilience to disasters	CIPS
CRISADMIN	Critical Infrastructure Simulation of ADvanced Models on Interconnected Networks Resilience	CIPS
emBRACE	Building Resilience Amongst Communities in Europe	FP 7
HARMONISE	A Holistic Approach to Resilience and Systematic Actions to Make Large Scale Urban Built Infrastructure Secure	FP7
PEP	Public Empowerment Policies for Crisis Management	FP 7
ENHANCE	Enhancing risk management partnerships for catastrophic natural disasters in Europe	FP 7
ACRIMAS	Aftermath Crisis Management System-of-systems Demonstration	FP 7
DRIVER	Driving Innovation in Crisis Management for European Resilience	FP 7
TURAS	Transitioning towards Urban Resilience and Sustainability	FP 7
RESILENS	Realising European Resilience for Critical Infrastructure	H2020
IMPROVER	Improved risk evaluation and implementation of resilience concepts to critical infrastructure	H2020



RESOLUTE	RESilience management guidelines and Operationalization appLied to Urban Transport Environment	H2020
RESIN	Climate Resilient Cities and Infrastructures	H2020

OTHER RELEVANT BODIES AND APPROACHES

Abbreviation	Full name	Funding body
SEC	Risk Assessment and Mapping Guidelines for Disaster Assessment	European Commission
Disaster 2.0	Disaster 2.0: Using Web 2.0 applications and Semantic Technologies to strengthen public resilience to disasters	CIPS



13 ANNEX II

The publication procedure is designed to guide the Smart Mature Resilience consortium in the development and submission of publication material throughout the lifespan of the project.

1.1 DELIVERABLES

The responsibility for the publication of publishable deliverables lies with the respective work package leaders.

2.1 PUBLIC DISSEMINATION MATERIAL

The text content for the following communication products to be produced as part of WP 7 will be made available for comments and revisions to all partners for a fixed time frame.

- Website content
- Flyer content

Partners may submit news items and event listings of direct relevance and interest to the project's target audience⁹ for addition to the website by sending the details via email to ICLEI Europe or by adding to SharePoint and notifying ICLEI of this. These should be posted within 2 weeks of submission. Amendments to other sections of the website are subject to approval by ICLEI and by the coordinator.

⁹ See D7.1 Dissemination and Communication Strategy, ch.6 Target Audience



3.1 SCIENTIFIC PUBLICATIONS

This section lays out a guideline for process of publishing research resulting from the Smart Mature Resilience project.

PITCHING AN IDEA FOR A PAPER TO PARTNERS

Prior notice of any planned scientific publication shall be given to the other Parties before the publication is submitted. Any objection to the planned publication shall be made in writing to the Coordinator and to the author. If no objection is made, the publication is permitted.

Recommended practice: It is preferable that scientific papers are planned together with the consortium partners with a greater lead in the following way:

- Partners develop and propose ideas on which topic they want to publish a paper/ want to present results on a conference (with possible journals, conferences, audience) and send it to all partners by e-mail or upload to SharePoint.

Ideally, partners should inform the consortium about their ideas on publications as early as possible to guarantee a smooth cooperation and high quality outputs.

All partners involved in the findings to be referenced in publications should be asked if they want to contribute to a paper or presentation for a journal/for a conference on this topic. It should be clarified who will be involved and who will be the responsible person for the publication. The project coordinator (Tecnun) as well as the leader of WP7 “Dissemination and communication” (ICLEI Europe) should be informed about each planned publication and the contributing authors.

GENERAL PRINCIPLES FOR AUTHORS

If possible, Smart Mature Resilience papers should be published in Open Access journals to make the results available to as wide an audience as possible.

Each author named on a manuscript should have:

- 5 Made substantial contributions to conception and design, OR acquisition of data, OR analysis and interpretation of data, AND
- 6 Drafted the manuscript OR revised it critically for important intellectual content, AND



7 Approved the final version to be published.

All persons designated as authors should meet conditions 1, 2 AND 3, and all persons who meet all three conditions should be listed as authors. Each author should have participated sufficiently in the work to take public responsibility for appropriate portions of the content. Acquisition of funding, collection of data, or general supervision of the research group alone does not constitute authorship.

IMPLEMENTATION

The first author will normally be the person who has made the largest substantial intellectual contribution to the work. The first author will also normally be expected to coordinate the circulation, editing, submission and revision of the manuscript.

The first author will propose, in consultation with the leader of the relevant work package (if that is a different person), an ordered list of authors to be named on the manuscript. Manuscripts will be described as having been written on behalf of the Smart Mature Resilience consortium. If possible, Smart Mature Resilience investigators who do not qualify for authorship will be listed separately under a heading such as Contributors or Acknowledgements, as will other members of the Smart Mature Resilience team who have made non-authorial contributions to the manuscript. How this will be accomplished varies according to the format and policy of the target journal. An indicative example is as follows:

Authors: Postdoc A, Student B, on behalf of the Smart Mature Resilience consortium

Acknowledgements: The authors led the study on behalf of the Smart Mature Resilience consortium (www.smr-project.eu, <list of investigators>) funded by the Horizon 2020 Programme of the European Commission (grant agreement 653569). A.N. Other assisted with data collection.

The first author will circulate the final version of the manuscript to the Scientific Committee (SC) at least five working days before submitting it for publication so that the board is aware of the manuscript, its contents and authorship and has the opportunity to comment. Non-response may be taken to indicate assent to proceed. However, in the event of disagreement about the authorship or content of a manuscript, the SC has the right to veto submission pending further discussion and revision.



REQUIRED ACKNOWLEDGEMENTS IN PUBLISHED MATERIAL

For any dissemination activity, it must be indicated which partner contributed to the research being reported and to the writing of the publication itself. The publishing partner shall ensure the following statement is included in any publications relating to the Project:

“The research leading to these results has received funding from the European Union’s Horizon 2020 Research and Innovation programme under Grant Agreement no. 653569.”

PUBLISHING

The partner in charge of the paper/presentation will coordinate the publication submission, the adherence with the standards within the consortium and the adherence with the requirements of the editors of the journal/conference. To keep the relevant partners in the loop, the email to the journal containing the submission of a paper should bcc in the co-authors, contributors, Tecnun and ICLEI.

If the paper is accepted for publication:

- ask before the paper is published, about the journal's policy on copyright and reprints, the circulation figure, publication date and whether there are other conditions of publication;
- inform co-authors, contributors, Tecnun and ICLEI (for record-keeping).

If the paper is rejected:

- inform co-authors, contributors, Tecnun and ICLEI (for record- keeping);
- submit to the next journal on the list making sure that you meet the submission requirements.



14 ANNEX III

DRS7 DISSEMINATION WORKING GROUP

CONFERENCE PLANNING MEETING

Location: ICLEI Europe Brussels office, Av. de Tervuren 35, 1040 Bruxelles, Belgium

11/09/2017 14:00-18.00 CET

PARTICIPANTS

Clara Grimes (ICLEI – Local Governments for Sustainability): SMR project (host)

Bryan Kessie (Skills for Health): Resilens project

Judith Kieran (Carr Communications): DARWIN project

Eddie Shaw (Carr Communications): DARWIN project

Fanny Guay: IMPROVER project

Hannah Rosenqvist: IMPROVER project

1 Conference date

A provisional date for the conference was set for Week 15 of 2018, between 9th and 13th April.

2 Conference budget and invoicing process

The budget was set at €2000 per project. Where costs are over €2000 (e.g. for catering), split invoices will be requested.

Costs agreed

Venue	€1600-2000
Printing: Agendas, participant list, speaker	€500

bios and registration forms	
Branded USB keys with project outputs from all participating projects	(€7*150) = €1000
Catering: lunch and coffee	€4000
Catering: reception following the event	(€20*75) = €1500

3 Venue

L42, 42 Rue de la Loi, 1040 Brussels was chosen as a suitable venue. Fanny will follow up on contact with the venue. A room for 100 people was quoted at €1650.

As a second option, Foundation Universitaire was chosen.

4 Draft conference programme

On consultation with Ivonne Herrera, coordinator of the DARWIN project, the message was communicated that an interactive and exploitation-based event would be most suitable. A draft timetable was compiled as follows:

5 Agenda

08:45 – 09:00	Registration	
09:00-09:45	Opening plenary: coordinators	<p>1) How has the context of our projects changed since the funding period began in 2015?</p> <p>Reflection from coordinators (3 minutes per coordinator) on behalf of the group of experts to which they belong and can compare how the current professional state of play has changed since 2015 e.g. engineers, security experts, risk experts, social scientists, critical infrastructure operators, resilience researchers</p> <p>2) How do the outputs from the projects support this context?</p> <p>Policy briefing demonstrating where the outputs fit into the international scene, what is needed and which new priorities have arisen</p>
09:45 -10:30	End-users panel	

10:30-10:50	Coffee break	Informal tools marketplace
10:50-11:00	Plenary introduction	Summary of tools marketplace timetable directing users to stands of interest
11:00-13:00	Live demonstrations	Timetabled marketplace with demonstrations of end users applying the tools
13:00-14:00	Lunch	
14:00-15:30	Masterclass	Each project 'performs' live demonstration of the process of coaching a new users in the tool as part of their strategic process and not only the technical application of the tool
15:30-16:15	User panel	What else do we need?
16:15-17:30	Closing plenary	Where do we go now: follow-up research planned and needed

Confirmation is needed from the projects' respective officers as to whether this format, which is low in scientific content and focuses mostly on tool demonstrations, is acceptable and desirable.

The format aims to mimic the successful Open European Day format.

6 Follow-up report

The option was fielded as to whether speakers should submit a paper abstract according to an academic conference format, which would be source content for the final report.

It was agreed that a template would be prepared for note-taking to ensure that the format is consistent and collecting of notes for the conference report would be efficient.

7 Update of division of tasks

The updated task list is attached in Annex I.

8 Date of conference

The date for the conference was set for week 15 of 2018, i.e. between 9th and 13th April 2018.

9 Next call

11am on 23rd October.