

**SMART
MATURE
RESILIENCE**



FOR MORE
RESILIENT
CITIES IN
EUROPE

RESILIENCE BUILDING POLICES

USER MANUAL

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RESILIENCE BUILDING POLICES USER MANUAL

The Resilience Building Policies (RBP) SMR tool has been developed as part of a H2020 funded project on Smart Mature Resilience¹ that has created a range of tools to assess and develop cities’ resilience. The definition of city resilience used by the SMR project 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.”

To support “learning from on-going processes through city and cross-regional collaboration”, the purpose of the RBP tool is to offer a portfolio of case studies that provide detailed examples that demonstrate how cities have implemented initiatives to strengthen their city resilience. The examples have been chosen as they exemplify policies included in the associated SMR Resilience Maturity Model (RMM) tool. The RBP is intended to be used together with the RMM and the case studies included in the RBP illustrate, in a practical way, the formulation and implementation of the policies included

in the RMM. The practicality of these case studies is ensured by providing cases grounded in cities’ real experiences that describe relevant city context, goals, challenges faced by cities, resources required, and the achieved outcomes. The cases included have been gathered from city partners of the SMR project as well as other cities across the world as reported in the literature.

The aim of this manual is to explain how to use the RBP. This document is structured according to the following sections:

Section	Title	Purpose
1	Web-based interface of the RBP	How the RBP can be accessed and navigated on the SMR project website.
2	Structure of the RBP	The structure of the case studies included in the RBP.
3	Future case studies	Information how cities and any other interested organisations can submit new case studies to the RBP.
4	Example case study included in the Resilience Building Policies	An example of a case study which has been included in the RBP.

1. WEB-BASED INTERFACE OF THE RESILIENCE BUILDING POLICES

The RBP can be accessed on the SMR website (the address is provided in the footnote on the previous page), and it is fully integrated with the online version of the RMM – this means that the RBP is designed to be used together with the RMM

as it is an extension of the RMM. To access the RBP the user should go to ‘Resilience Building Policies’ sub-heading which can be accessed under the ‘Tools’ heading in the SMR website (see Figure 1).



Figure 1: Accessing the Resilience Building Policies on the SMR website

On the introduction page to the RBP (Figure 2), the user is presented with the following information and options. Thus on that page the user can:

- Read about the general purpose of the tool and a summary of its features.
- Search the RBP for key words in the case studies, for example: ‘flooding’.
- Submit new cases to the RBP (but see section 3 of this document for more information).
- Access the RMM from where you can navigate the cases belonging to the RBP according to the different available categories of policies.

¹ www.smr-project.eu/home

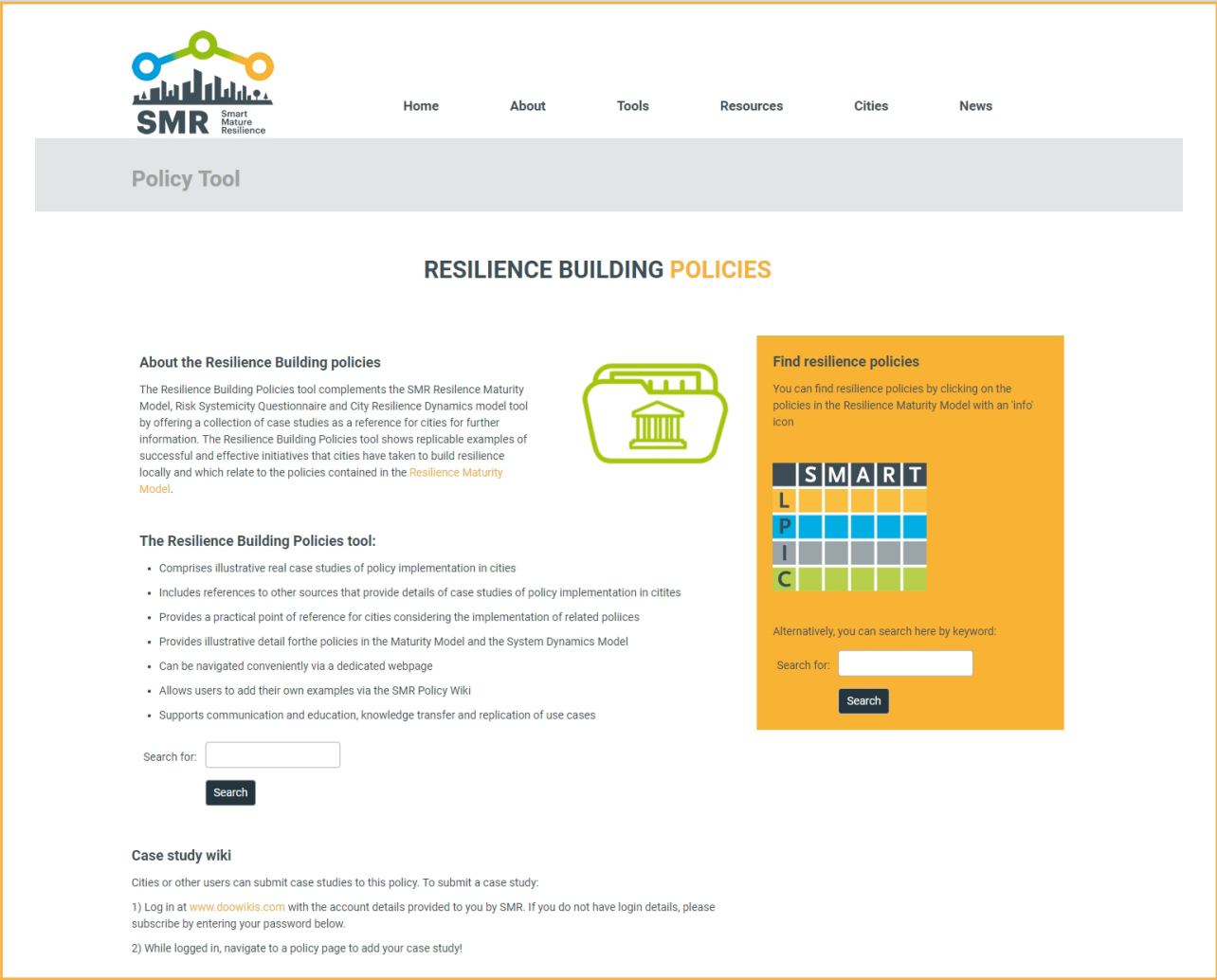


Figure 2: Introduction page for the Resilience Building Policies

As the RMM and the RBP are closely interlinked, it may also be worth reading the 'Maturity Model guide' instructions about how to access policies contained in both tools is shown if you scroll down this page (Figure 3). To access the 'Maturity Model guide' the user should go to the sub-heading of the same name which can be accessed under the 'Tools' heading in the SMR website. These instructions explain that the online RMM can be browsed according to different criteria:

- i) the maturity stage of the RMM (e.g. Starting, Mature etc.),
- ii) the dimension and the sub-dimension of the RMM (e.g. Leadership & Governance, Infrastructure & Resources), and
- iii) by the relevant stakeholders to the given policy. The user can click on any element of these criteria at the top of this page in order to access the content of the RBP for that policy (Figure 4).

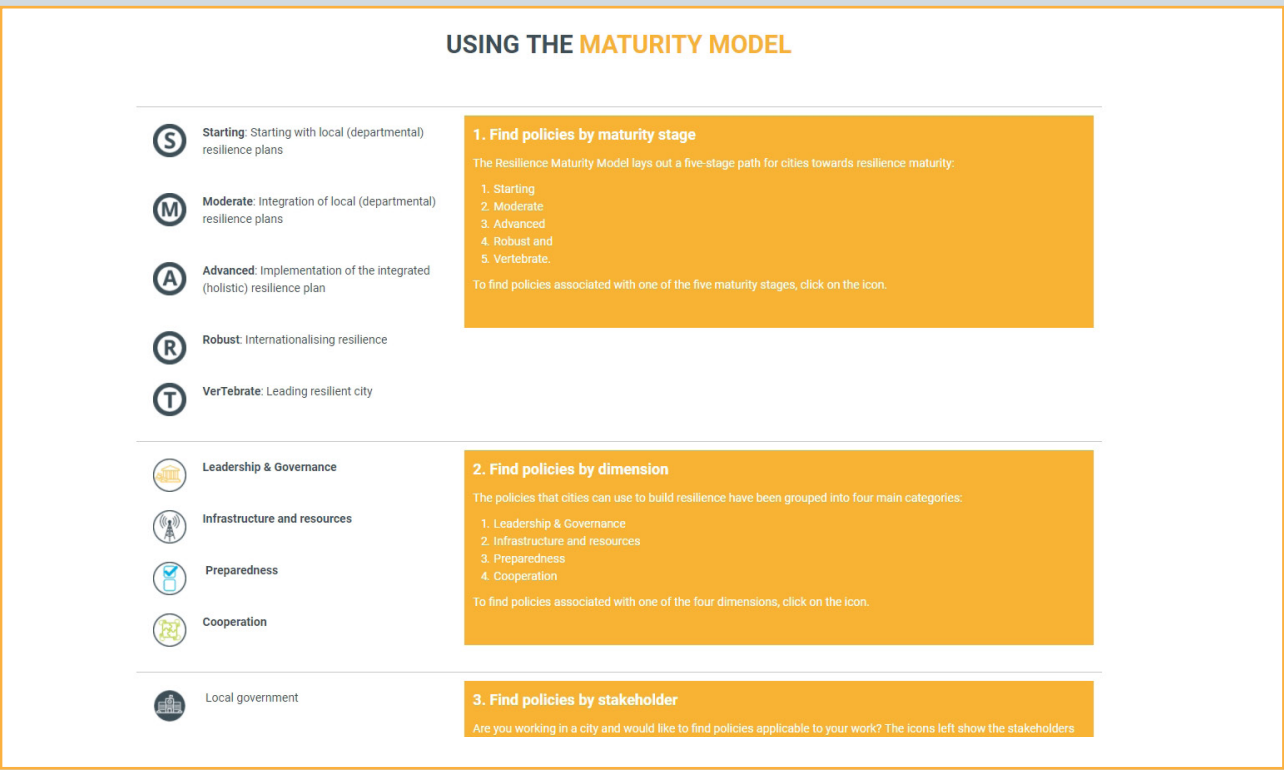


Figure 3: Using the Resilience Maturity Model and the Resilience Building Policies

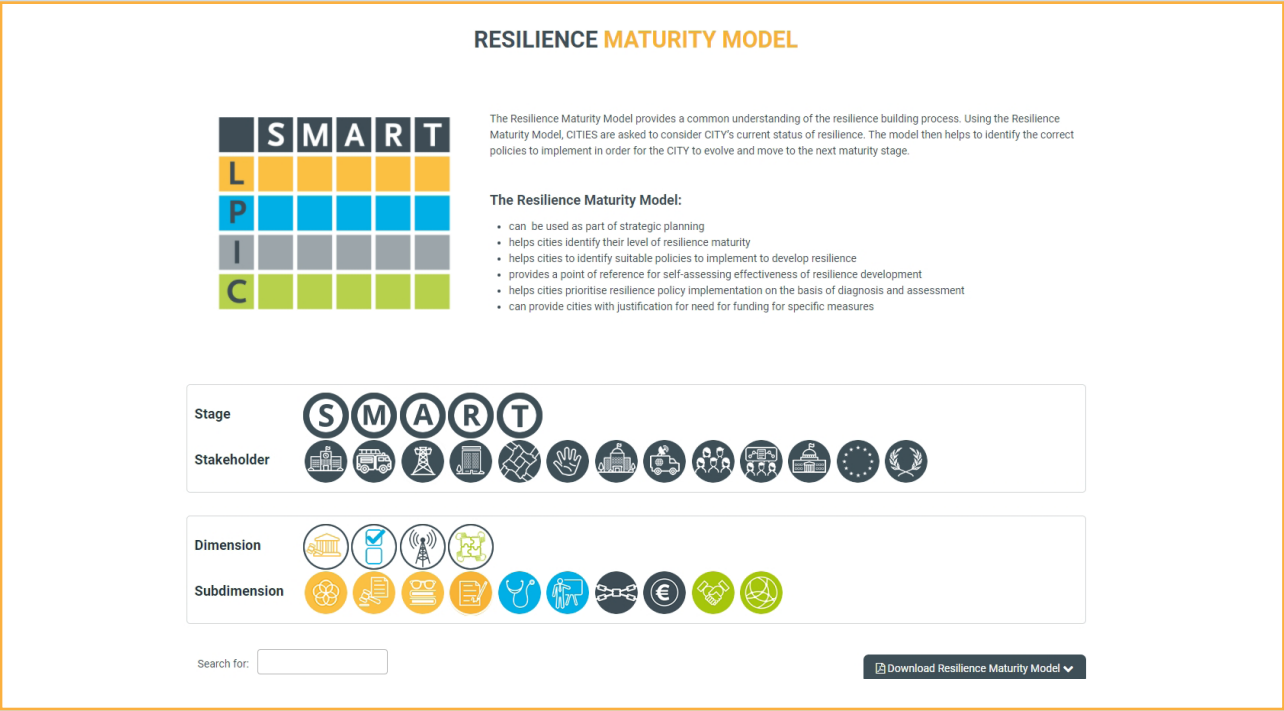


Figure 4: Navigating the Resilience Maturity Model and the Resilience Building Policies

For example, as can be seen in Figure 5, upon clicking on the ‘Starting’ stage, the user can view all of the RMM policies under that stage. Those policies which contain corresponding RBP content have an ‘i’ icon in their bottom right corner - by clicking on the

policy, the user is shown the relevant case study with the supporting information. Each case study follows a standard structure, albeit, some of the case studies were collected from partner cities, whilst other case studies were gathered from secondary sources.

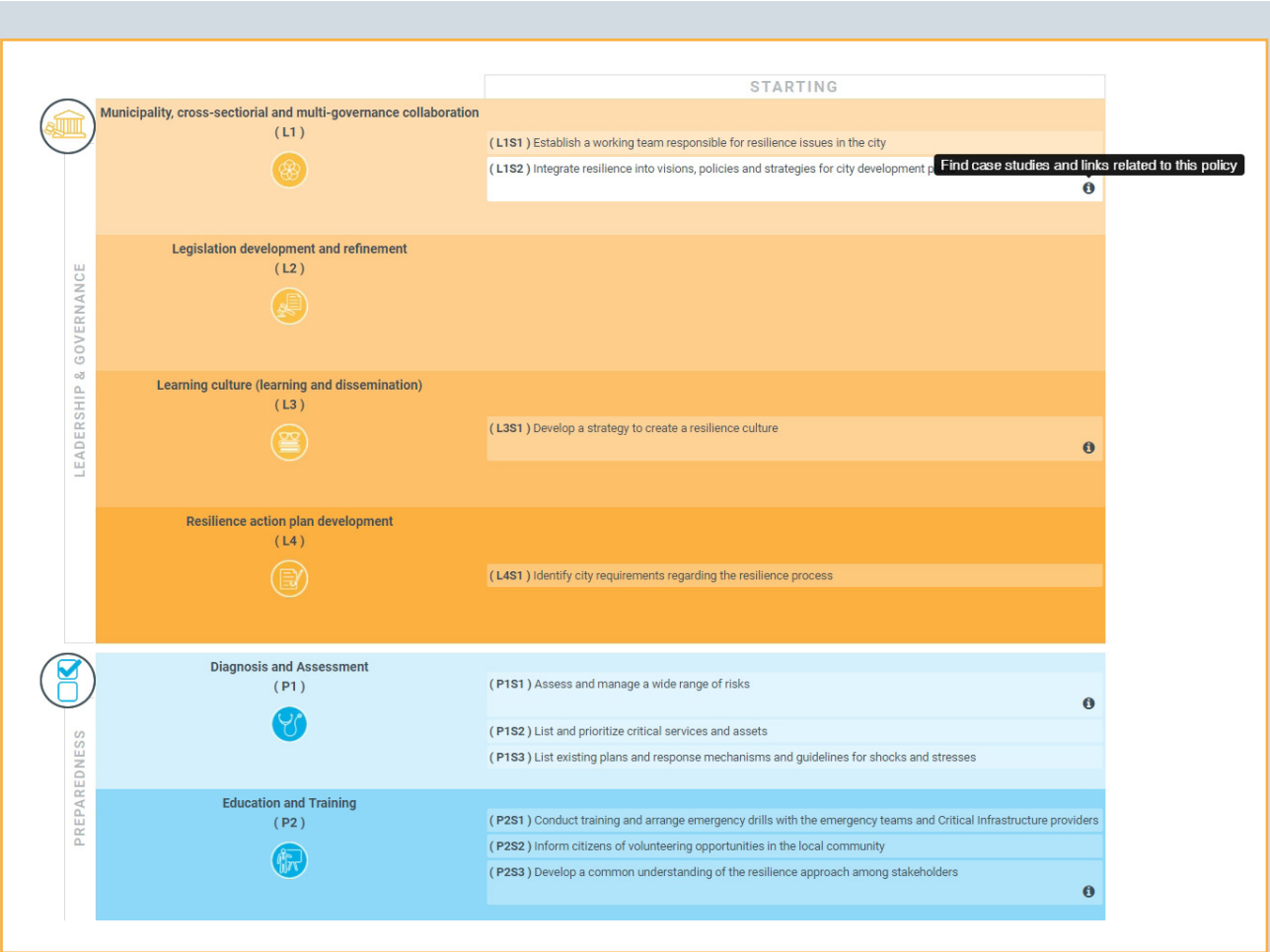


Figure 5: Accessing the content of the Resilience Building Policies

2. STRUCTURE OF THE RESILIENCE BUILDING POLICIES

As Figure 6 demonstrates, the case studies in the RBP follow the same structure:

- Policy description – describes the RMM policy, for example ‘L3S1: At this stage, resilience is a new concept to some citizens. This policy lays a framework for creating a resilience culture.’ The label ‘L3S1’ can be understood as ‘the Leadership dimension, sub-dimension 3, Starting stage, policy number 1 within that sub-dimension’ – for more information about reading the RMM please consult the RMM handbook.
- Case studies – lists relevant case studies from SMR partner cities assigned to that RMM policy.
- Additional case studies – provides a summary of case studies from secondary sources

For each case study that has been written based on the experience of a SMR partner city, the following information is provided:

- Summary of the case study.
- Further information:
 - Relevant City context – what kind of cities may find this policy of interest.
 - A picture illustrating the case study.
 - Goals – what goals the initiative in question was intended to achieve and how these may link to other policies within the RMM
 - Cooperation between stakeholders – how different stakeholders worked together to implement the resilience project in question.
 - Outcomes – what was achieved with the resilience project discussed in the case study.
 - Resources – what resources were required to implement the project. However, not all cases contain this information.
 - Other links – links to other resources which can be relevant to the case study.
- Indicators which can be used for evaluating the progress of the implementation of the policy.

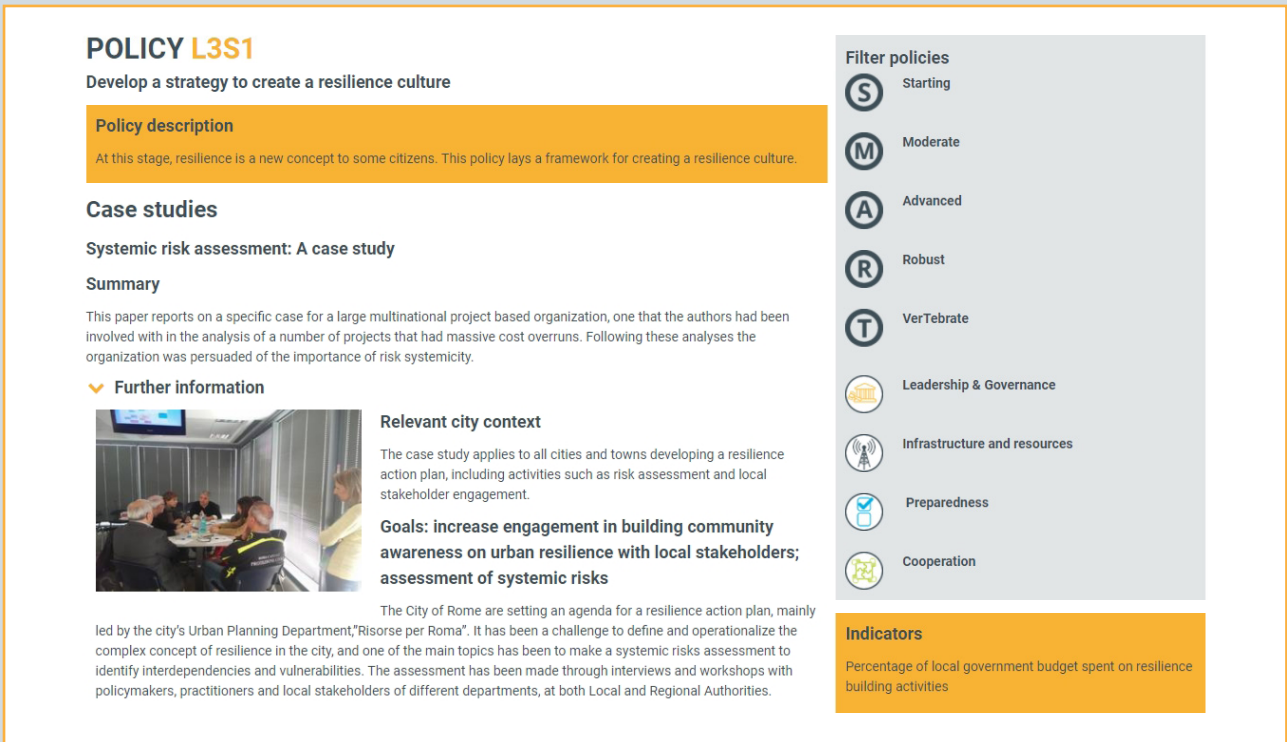


Figure 6: Structure of a policy in the Resilience Building Policies tool

3. FUTURE CASE STUDIES

As it important for cities to be able to add new case studies to the RBP, this feature is available through the introduction page of the RBP (as explained above). As it is shown in Figure 7, cities or other users can submit case studies by subscribing to the SMR website. Users can then login to the SMR Wiki where they can upload their cases. Joining the group is also an opportunity for cities to develop partnerships and collaboration, and to learn from one another’s experiences of using the SMR tools.

In addition to this, new case studies can also be added when navigating the RMM, and when accessing the policies which

- currently do not have any existing case studies. As seen in Figure 8, the user is then asked to provide the following information regarding the new case study:
- City name
 - Contact name
 - Title of the case study
 - Summary of the case study (no more than 200 words)
 - Attach optional photos or video clips
 - Add a relevant Internet link

Case study wiki

Cities or other users can submit case studies to this policy. To submit a case study:

1) Log in at www.doowikis.com with the account details provided to you by SMR. If you do not have login details, please subscribe by entering your password below.

2) While logged in, navigate to a policy page to add your case study!

Subscribe

Figure 7: Adding new cases to the Resilience Building Policies

Establish a working team responsible for resilience issues in the city

Description

This policy identifies responsible people from different departments and establishes a structure for their collaboration on resilience issues.

Case study wiki

Add your case study

Cities or other users can submit case studies to this policy. To submit a case study:

1) Log in at www.doowikis.com with the account details provided to you by SMR. If you do not have login details, please subscribe by entering your password below.

2) While logged in, return to this page and fill in the fields to add your case study!

Subscribe

City name

Contact name

Title

Summary

Figure 8: Submitting case studies to the policies without existing examples of cases

4. EXAMPLE OF A CASE STUDY INCLUDED IN THE RESILIENCE BUILDING POLICIES

For illustration, one of the case studies included as part of the RBP is presented below.

Policy P2A3: Developing education programs in schools about resilience Case Study; City of Glasgow: Community Resilience Development Officer

Summary

A national role was created for a Community Resilience Development Officer. The role was intended to help ensure resilience thinking reaches schools and children. The Officer was to encourage a consistent approach across teachers across the country in this area and to share best practice by getting teachers together and to let them know about all the tools and approaches that are available to them.

Relevant City Context

This case study is of interest to all cities whether they wish to consider the full case study or to adopt something on a smaller scale. Although the work was funded at a national level by the Scottish Government, a city could undertake something similar on a smaller level by having a reduced resource but still focusses on liaising with the City Education service. Children are the future of the city, so getting them engaged at an early age is important. Children can also be a key route in engaging parents.



Figure 9: Picture illustrating Policy P2A3 as part of the Resilience Building Policies

Goal: Help with promoting a culture of resilience through increasing citizens awareness of resilience by (L3M1) developing education programs in schools about resilience (P2A3)

In Glasgow there is a great diversity of understanding of the term “resilience”, ranging from very simple conceptualisations to those which are extremely complex. The project was designed to create better understanding nationally (Scotland) across school age children (age 11-17) about issues of community preparedness as well as to prompt teaching staff to design exercises to build skills in relation to community resilience and action.

The plan was to liaise nationally with schools and produce a defined outcome around resilience. This depended upon enhancing teachers understanding of resilience and so encouraging their schoolchildren to do activities around resilience. The focus was mainly on being prepared in case of emergencies as it was felt there was not sufficient prominence placed on this through the national Curriculum for Excellence in schools. However the scope did touch on wider resilience issues such as self-esteem, community empowerment and mental health.

A full-time position was created, the Educational Officer, to encourage a consistent approach across teachers across the country in this area and to share best practice by getting teachers together and to let them know about all the tools and approaches that are available to them.

Evaluation of outcome

The impact of that Community Resilience Development Officer role on adult stakeholders was evaluated in 2017 by an independent organisation - The James Hutton Institute - using qualitative and quantitative data. The full project has been evaluated: www.readyscotland.org/media/1390/crew_community-resilience-officer-evaluation-final.pdf

It was felt that schools were engaged with the process and thus wanted to keep this momentum up and not lose the initial enthusiasm. Therefore recommendations included keeping the post going beyond the two years and also focussing on how children can be proactive as well as reactive.

Resources

The Scottish Government funded full-time two year Community Resilience Development Officer position based in Education Scotland to co-ordinate communications and actions on a national level. The role was intended to help embed resilience thinking and online resources within the Curriculum for Excellence, i.e. to ensure resilience thinking reaches schools and children. A reduced role could be considered on a smaller scale to start the process.

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