

Realising European ReSILience for Critical INfraStructure



RESILENS

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Duration: 36 months

Dissemination Strategy

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Contributing Partners	
1.	SFJE
2.	FAC
3.	FS
4.	MTRS

EXECUTIVE SUMMARY

Objectives

This Dissemination Strategy provides guidance for all project partners on the communication and dissemination approach to be used during the RESILENS project

Description of the work

This strategy was developed using Skills for Justice Enterprise's established process to create communication and marketing plans. This involved analysing the potential diverse target audiences and their communication needs in order to develop a targeted dissemination strategy to optimise timely communication for project dissemination.

Results and conclusions

This dissemination strategy will inform project communication across all work packages, not just in Work Package 6: Communication, Education, Training & Dissemination. It will allow the project partners to optimise their communication channels regarding RESILENS, support awareness raising and also provide evidence of dissemination to inform project reporting.

PUBLISHABLE SUMMARY

Not applicable as Dissemination Strategy is available for full distribution

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1.0. INTRODCUTION & PROJECT BACKGROUND

RESILENS is a pan European research project to develop and pilot a European Resilience Management Guideline (ERMG) for Critical Infrastructure. RESILENS will also produce a range of online tools and e learning resources to support implementation of the ERMG. Funded through the European Commission's Horizon 2020, DRS7 programme, RESILENS runs for 36 months from May 2015- April 2018.

RESILENS is split into 7 work packages (WP). Work Package 6 (WP6) focuses on Communication, Education, Training and Dissemination. This work package is led by Skills for Justice Enterprises and is split into a series of tasks (T) as detailed in section 2:

WP6 produced a Work Package Management Plan (WPMP) at the beginning of the project, detailing partner input and outputs. This Dissemination Strategy enhances the work package management plan. It is a living document which details further what needs to be completed for each task, with regards communication and dissemination. Whilst having time specific deliverables and milestones, WP6 (Communication, Education and Dissemination) is also a series of evolving tasks, which are refined as information and tools are produced from the other work packages.

This Dissemination Strategy details dissemination actions and day to day communication for the RESILENS project and so focuses on Tasks 6.2, 6.3, and 6.5. Actions for these tasks have been assigned to partners in sections 2, 3 & 14. The action plan will be maintained by Skills for Justice Enterprises (SfJE) as WP6 Work package manager, with input from WP6 Task Leaders. The action plan will be formally updated and reviewed before Executive Board and General Assembly meetings and an update provided to project partners for feedback and input.

Specific actions for Task 6.4 Education and Training are covered separately in D6.3 Roadmap for Education & Training Delivery, which is available on the RESILENS file management system.

2. WHO'S INVOLVED?

All of the RESILENS partner organisations have a role in WP6 with SfJE and Factor Social (FS) assigned the greatest responsibility for delivering the various tasks in the project. Future Analytics Consulting (FAC) is also assigned as a leader of several tasks within the WP. MTRS are also heavily involved in terms of person month allocation assigned to this work WP. Table 1 below details the project management team for each task in work package 6. SFJE, the Work Package Lead, (WPL) and the individual tasks leaders have responsibility for assigning actions within each task to the participant organisations, and to ensuring the quality and timely delivery of each task.

Figure 1: Project Management Team

Role	Name	Position
Work Package Management (WP6, T6.1) & Task Leader (T6.5)	Rachel Searle, Skills for Justice Enterprises	Work Package Lead. All task leads are responsible for project management of their individual tasks but report into work package lead for overall work package project management
T6.2 Set up & maintenance of website & social media presence	Ehiazeh Ehimen, Future Analytics Consulting	Task leader – T6.2. All T6.2 contributors report to task leader, who reports into SFJE as work package leader.
T6.3 Co-ordination/ Collaboration with related projects & initiatives	Ehiazeh Ehimen, Future Analytics Consulting	Task leader – T6.3. All T6.3 contributors report to task leader, who reports into SFJE as work package leader.
T6.4 Training & Education	Dalila Antunes, Factor Social	Task leader – T6.4. All T6.4 contributors report to task leader, who reports into SFJE as work package leader.
T6.5 Dissemination & Exploitation of Project	Ehiazeh Ehimen, Future Analytics Consulting	Task leader – T6.5. All T6.5 contributors report to task leader, who reports into

Results		SFJE as work package leader.
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A full overview of the contributions required from each member of the consortium across the four key WP6 tasks is provided in table 2 below.

Figure 2: Work Package 6 Management Plan (WPMP)

Task reference	Task Name	Task Leader	Work package contributors & Person Month Allocation per task (in brackets)
6.1	Work package Management	Skills for Justice Enterprises	SFJE only (3)
6.2	Set up & maintenance of Website and Social Media Presence	Future Analytics Consulting	FAC (4) SFJE (2) MTRS (3) FS (4)
<p>6.2 inputs required from partners</p> <p>FAC – task management</p> <p>FAC - development of website & social media presence with contribution for content from SFJE, MTRS, FS; Set up document management system to facilitate communication & dissemination</p> <p>SFJE – Develop template for newsletter; develop information capture process; Develop stakeholder management database & circulate to partners. Contribute to website and social media presence</p> <p>FS - create RESILENS LinkedIn account.</p> <p>MTRS & FS – maintain RESILENS LinkedIn account and providing articles targeted at specific stakeholder groups which can be used on website, e newsletter and social media</p> <p>Deliverables D6.1 – RESILENS website, social media presence & Electronic Newsletter [M11] - all to be in place and then ongoing throughout the project</p>			
6.3	Co-ordination/collaboration	Future Analytics Consulting	FAC (3) TCD (1) SFJE (2) MTRS

	with related projects and initiatives		(2) UoW (2) FhG (3)
<p>6.3 inputs required from partners</p> <p>FAC – Task Management</p> <p>FAC, TCD, SFJE, MTRS, UoW, FhG – i) research existing or developing projects, programmes, initiatives and policy & provide a central update ii) Agree which projects, programmes, initiatives & policy we want to engage with & circulate information on RESILENS [determined when scope agreed in T1.2] iii) track all engagement</p> <p>FAC, FhG – Develop in depth sustainability strategy – this will feed into the Exploitation Strategy published in M30</p> <p>SFJE, MTRS, UoW – Contribute to development of sustainability strategy & raise awareness of ERMG & associated tools</p> <p>Deliverables – D6.2 – Plan for co-ordination & collaboration with related projects and initiatives [M4]</p>			
6.4	Training and Education	Factor Social	FS (11) SFJE (7) MTRS (3) TCD (1) FAC (2) UoW (2) BAST (2) DRA (2) EDPD (2) CML (2)
<p>6.4 inputs required from partners</p> <p>FS – Task Management</p> <p>FS & SFJE – Develop roadmap for training & education delivery to determine and frame the needs of the e learning hub and expectations from other partners</p> <p>FS, SFJE, MTRS, TCD, FAC, UoW, BAST, DRA, EDPD, CML – Provide information from key stakeholders on current state of the art for resilience related training and education, including presentation of any standards currently being used within CI</p> <p>FS – Gather and analyze the SOTA in existing learning & education provision & determine what best practice exists</p> <p>SFJE – procure a provider to develop the e learning hub and training delivery</p>			

SFJE – codify best practice in a matrix mapping best practice to standards. Use standards to develop a common set of learning outcomes to match the ERMG drill down functions and scope

SFJE/FS – develop learning outcomes and resources to support RESILENS tools developed during the project

FS – Produce report on the findings with information provided by SFJE

FS, SFJE, MTRs, TCD, FAC, UoW, BAsT, DRA, EDPD, CML – to review and add comment on report and e learning hub

FS, SFJE, MTRs, TCD, FAC, UoW, BAsT, DRA, EDPD, CML – disseminate information through appropriate representative bodies to disseminate to relevant networks and SFJE to develop a database of these contacts

Deliverables –

D6.3 – Roadmap for Training & Education Delivery submitted [M7] Status PU

D6.4 – Development of RESILENS e-learning hub Structure & Initial Content for 1 Module [M18] Status PU

D6.6 – Final RESILENS E-learning Hub and Content to Support RESILENS Tools [M32] Status CO

Milestones

M6.2 – Development of Training & Education Materials [M29]

6.5	Dissemination & Exploitation of Project Results	SFJE (3)	SFJe (3) FAC (1) UoW (2) FhG (2) TCD (1) MTRs (1) FS (2) BAsT (1) EDPD (1) DRA (1) CML (4) IW (1)
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SfJE – Task Lead

SFE (with review from other partners) Development of Dissemination and Exploitation Strategy

SFJE - Management of Dissemination resource pack and activities

All Partners – Disseminate & exploit Project results

Project Number:
Project Acronym:
D6.5 Dissemination Strategy

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RESILENS

Deliverables

D6.5 Dissemination Strategy [M12]. Status PU

D6.7 Exploitation Strategy [M30] Status CO

3. COMMUNICATION OBJECTIVES

It is important that all project partners are aware of and in agreement with the overall communication objectives of the RESILENS project. These have been carefully formulated by the WP6 management team to focus the delivery of each WP6 task, ensuring:

The RESILENS project is effectively promoted to the target audience (as set out in Section 5)

All opportunities for building awareness and ultimately supporting the successful delivery of the project outputs are harnessed.

The RESILENS project communication objectives are:

- Raise awareness of RESILENS project amongst all interested parties
- Raise awareness of RESILENS project and outputs amongst CI providers and other stakeholders and end users
- Raise awareness of RESILENS project, project outputs and create collaboration/co-ordination opportunities with other related projects and initiatives
- Raise awareness of RESILENS project and project outputs amongst local/regional/national government, research, media and education and training stakeholders
- Harness the awareness created of the RESILENS project amongst stakeholder groups. Thus developing viable and valuable collaboration activities which will benefit the project's research and development streams
- Through awareness raising activities, grow contact database for e newsletter and social media to support dissemination and future exploitation of project results
- Increase interest in RESILENS project to support future exploitation of the RESILENS results and key outputs
- Gather information on communication and dissemination activities for European project reporting
- Make links with other projects for potential sharing opportunities
- Promote the relevance of RESILENS tools and learning materials to end user, including their simplicity of use

- Promote the State of the Art nature of the RESILENS project and its tools, learning materials and outputs
- Promote interesting findings that have emerged from the ongoing research and development work being carried out in the project
- To place a spotlight on specific pieces of work being carried out in the RESILENS project, where appropriate.

4. AUDIENCE

The RESILENS project outputs are designed to appeal to and offer benefits to a range of stakeholder groups. The full list of stakeholder groups, or in other words, the audience groups that the project should seek to target is provided in Table 3 below. For each audience type, a series of questions are also posed as follows:

- *What do we want them to think?*
- *What do we want them to feel?*
- *What do we want them to know?*

The answers to these questions are designed to give focus to the WP6 management team and task leaders in designing key messages for communication material that are specific and targeted to engage the various audience groups.

Figure 3: RESILENS Audience

Audience	What do we want them to think?	What do we want them to feel?	What do we want them to know?
CI providers	They have a key responsibility to assess and understand the resilience of their CI and that they must contribute to advancing innovation in the area	An interest in learning more about and contributing to the development of resilience assessment measures and enhancement opportunities	How RESILENS is developing resilience assessment processes and methods, and that they have a major opportunity to play a key role in ongoing research and development in the area
Responders	That resilience of CI is something that they need to be concerned with and focused on	A desire that their views/opinions are listened to in the development of resilience assessment and	That they have a valuable contribution to both the assessment and

		enhancement measures	enhancement of CI and that we wish to consider their input in the ongoing research and development of the RESILENS project
Government and other end user stakeholders	That they should be concerned about the resilience of CI to both manmade and natural disasters and that they have a duty to be informed and participate in measures that will enhance societal resilience	A responsibility to advance and contribute to the development of assessment measures that will ultimately help to ensure a more resilient society	That the RESILENS project wants to take on board the views and ideas of governmental stakeholders in the ongoing research and development of the project
Other European Projects & Initiatives	That the RESILENS project is developing novel approaches to resilience assessment for CI providers	Interested in learning more about the work being carried out in the RESILENS project and an eagerness to share knowledge on similar research topics	That the RESILENS consortium is very open to knowledge sharing and collaborating with research projects on similar topics
Project Partners	That we all have a role to play in ensuring that the RESILENS project is a success and that it delivers practical and useful results for end users and wider stakeholder groups	Excited and enthusiastic about the RESILENS project and the opportunity that is presented not only to resilience enhancement but also to strengthening the knowledge base of our organisations by working	That we are in this as a team and that if we all work together, bring our expertise to the area, we can achieve something really great

		with such a diverse and expert partner group	
Education & Training Providers	That resilience is a topic of relevance to a diverse range of professional including Critical infrastructure engineers, business continuity managers, CI staff and managers, responders and built environment professionals such as planners, architects and engineers. That the RESILENS education and training resources may be of use in their courses/ to their students	Interested in learning more about the RESILENS project and its offering in terms of education and training	That a key element of the RESILENS project is to develop training and education material tailored to the resilience of CI but targeted to multi-sectoral stakeholders
Academia	That research into the resilience of CI to both manmade and natural disasters is of increasing importance. That they want to keep up to date with RESILENS emerging findings on State of the Art resilience practices in CI, to enhance their research work.	That the RESILENS project is producing groundbreaking research papers and developing tools and learning resources based on empirical evidence with stakeholders. The importance of linking with the project to mutually benefit research and provide opportunities for the project to present papers at conference and advance	How to access RESILENS project papers and deliverables. Who is involved in the RESILENS project to invite to relevant events, conferences and present papers

Project Number:
Project Acronym:
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		project knowledge and state of the art thinking.	
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5. STAKEHOLDER ANALYSIS

The RESILENS project has a diverse range of stakeholders who are our target audience, as illustrated in table 3. Additionally as RESILENS is a pan European project, our audience's first language is not always English, although this is the agreed language of the project.

CI operators are often part of local resilience networks, which also include responders and local and sometime regional government representatives. Other stakeholders such as environmental agencies may also be members of the resilience network. In some European countries stakeholders are split into categories or tiers of responders. 'There are some elements of a common European legal framework for resilience in CI, although more often the regulatory framework for resilience assessment and management of CI varied between nations and sectors'¹ As such, RESILENS needs a broad and mixed Dissemination Strategy and communication, to ensure we raise awareness and involve as wide a range of stakeholders as possible, both in terms of audience type and also geographic location. Groups such as the local resilience networks and also networks of CI providers, at country and pan European level are a key target audience for us. Anecdotal feedback from CI project partners is that the newsletter with easy to access, relevant articles works well to dissemination to this audience and some CI project partners also include the link to this and project updates in the organizations internal communications such as newsletters, to support awareness raising.

Project experience to date has shown that whilst Twitter is used by Academia and fellow projects, so is a useful communication tool, some of our CI partners cannot access Twitter for work related communication. However, they can access LinkedIn As a result, our social media communication has been expanded and a LinkedIn account will be developed (see action plan)

RESILENS undertook analysis of its website using Google analytics up until January 2016. This showed that the website was reaching a worldwide audience, including China and America. However, the age profile was generally younger and visits were relatively short. WP6 Project Management believes these users are often young people or students interested in studying or a career in resilience, CI or Emergency Services. However, there were peaks in use for other age

ranges following specific targeted communications e.g. the e newsletter distribution, suggesting that communication targeted to our stakeholders which drives audience to the website to access articles is beneficial.

Several of our research project partners have established relationships with CI providers, networks, responders and the conference circuit related to CI. Partner experience to date has shown that the best way to access these stakeholders and gain their involvement is through individual engagement, often building on existing relationships, trust and knowledge to develop links with other relevant contacts in that organization or the wider local or regional networks and forums these individuals are involved in.

The role of responders in RESILENS project. Responders are a key RESILENS stakeholder, to help inform our research and guideline and tool development; however, they are not an end user in the RESILENS project. End users, such as Critical Infrastructure Providers are also project stakeholders, but stakeholders are not necessarily end users. Stakeholders such as responders and local/regional government are involved in the RESILENS project as we need/require their input and/or they have a role to play in resilience management for CI although it is envisaged they might not necessarily be the users of the eventual RESILENS project outputs. Therefore responders and in some instances local and regional government are stakeholder groups the RESILENS project wishes to engage with, as their input is important to our research and development, to ensure the guideline and associated tools and materials produced are fit for purpose to assess CI resilience during times of natural and manmade disaster or crises, however RESILENS will not need to promote its products to them.

6. KEY MESSAGES

Consistency and clarity is a key to effective message formulation and to establishing the RESILENS brand. A series of messages both at a general, headline level and more targeted audience specific messages are provided below. The key messages should be reviewed and updated as the project develops and becomes more focused on the key outputs. Furthermore, different work streams/outputs will appeal to different audience members, particularly as the outputs of the research become more defined. It is important that the different audience groups are made aware of those aspects of the RESILENS research and outputs that are of most relevance to them. The WP6 lead, SfJE, has overall responsibility for review and refinement of the key messages, and ensuring that all partners are aware of the key messages to disseminate as the project progresses.

¹ Clarke, Coaffee, Rowlands (2016) *Emerging Findings Report on Knowledge, Current Practice, SOTA, Gap Analysis and Road Map of Key Actions to Advance SOTA*.

6.1 Headline message:

Overview:

The frequency and severity of impacts of disaster and crises events requires a focused approach to the protection of our critical infrastructure assets. The removal or suspension of critical infrastructure assets from normal service would significantly affect public safety, security, economic activity or environmental quality. The RESILENS project will advance traditional risk management practices to develop resilience measurement and enhancement methods. This will allow for a greater understanding of the elements of CI which are most vulnerable to disaster so that focused measures can be taken to increase the resilience of CI.

Detail:

The RESILENS project will develop a user-friendly, citizen centric European Resilience Management Guideline (ERMG), founded in the principles of risk management and vulnerability reduction. It will be interactive to increase uptake, leading to clear, coherent and effective crises and disaster resilience management for Critical Infrastructure. This in turn will contribute to more resilient and secure economic and societal systems. RESILENS will also develop a suite of complementary resilience assessment tools, building on risk assessment principles, a Concept of Operations (CONOPS) framework for end users and a suite of e learning modules and resources to support

implementation of the tools and the ERMG. RESILENS is a pan European project funded through European Commission's Horizon 2020, DRS 7 programme. It runs from April 2015 - March 2018. For more information visit <http://resilens.eu> where you can also register for our 6 monthly e newsletter.

6.2 Critical infrastructure providers:

Headline message: see 5.1.

Specific message:

The RESILENS project will develop guidance and easy to use tools; enabling you to maintain the maximum quantum functionality within systems or networks during the course of a shock or stress event. The RESILENS toolkit will help you to:

Anticipate the likelihood of stresses or shocks;

Put plans in place which will outline the appropriate response to any given stress or shock; and,

Introduce substitution measures that can preserve (at least a minimum quantum of) functionality until such time as a normal situation has been reinstated.

For more information please visit the RESILENS website – www.resilens.eu and for project updates join our mailing list.

6.3 Responders:

Headline message: see 5.1.

Specific message:

The RESILENS project is focused on developing tools that will assist CI providers and other stakeholders such as Government bodies to assess the resilience of CI to disasters. In the event of a shock or stress event which has had a substantially negative impact upon the CI of an area, the role of the rescuer can often become more complex, inhibiting their ability to respond and extending the recovery timeframe. As a result, normal societal functionality may be suspended for a longer period of time than would occur had the CI not been negatively impacted upon. The ability of both CI and societies to withstand a shock or stress and maintain (some) functionality to facilitate the activities of responders, allowing them to make more efficient interventions during and immediately following

a shock or stress event, and potentially preventing serious injuries and saving lives amongst affected populations.

The RESILENS project consortium would greatly appreciate the input of responders to ongoing research and development work on resilience measures and enhancement methods.

6.4 Government & Other End User Stakeholders:

Headline message: see 5.1.

Specific message:

Following pan European research with a range of CI providers and stakeholders, the RESILENS project will create and pilot an online European Resilience Management Guideline (ERMG) for Critical Infrastructure. This will be supported by a range of resilience assessment tools, a Concept of Operations (CONOPS) framework and E learning modules and resources. These tools will support CI to assess and develop their resilience to manmade and natural crisis at local, regional and national levels, as well as consider cross boundary issues. Through European Commission's DRS 7 programme, RESILENS is one of a small number of projects developing and piloting a European Resilience Management Guideline which will be used to inform the European Union's thinking regarding potential adoption of an ERMG for Critical Infrastructure.

6.5 Other European Projects & Initiatives:

Headline message: see 5.1.

Specific message:

RESILENS is an EU Commission, Horizon 2020, DRS7 research project. We are focusing on resilience in Critical Infrastructure, developing a piloting a European Resilience Management Guideline, a range of resilience assessment tools, a Concept of Operations (CONOPS) framework and a suite of e learning modules and resources to support the guideline and tools. We are piloting this at local, regional and national levels with CI stakeholders in the Republic of Ireland, Portugal and Germany. We are keen to share information with other projects and identify potential collaboration opportunities to provide maximum benefit and information for CI end users and stakeholders and make efficient use of their time e.g. there is a potential for joint conferences or events to showcase a

range of projects and tools for CI end users. We publish a bi annual e newsletter and have social media sites and would be interested in sharing links with other projects.

6.6 RESILENS Project Partners:

Headline message: see 5.1.

Specific message:

Consistency and clarity is important for effective message formulation and establishing the RESILENS brand. It is important that project partners use the branding identified in this report to quickly develop RESILENS identity. This includes using the RESILENS logo in e mail footers and any other documentation used when working on the project. Every work package has a link to and from work package 6, which focuses on Communication, Education and Dissemination. Only through all project partners working effectively with work package 6 to provide updates and articles on the developments and outputs from their various work packages, can we ensure that a wide audience is reached for consultation and dissemination. Each project partner will have a range of contacts, old and new, with the key target audience groups for RESILENS. As all project partners have time in this work package, all are responsible for providing contact details for e newsletter distribution, linking with RESILENS Twitter and LinkedIn accounts and sharing tweets and LinkedIn Articles to their wider networks to increase communication. All partners are responsible for identifying every opportunity to invite their contacts and wider networks to join the RESILENS e newsletter distribution list to support project dissemination. All project partners are also responsible for updating the RESILENS project dissemination log on a monthly basis to reflect the formal and informal RESILENS dissemination and awareness raising activities they have been undertaking.

6.7 Education & Training Providers

Headline message: see 5.1.

Specific message: The RESILENS project is developing and piloting a European Resilience Management Guideline for Critical Infrastructure. This will be supported by a suite of online tools for organisations to assess and develop their levels of resilience to prepare, respond and recover from crises and disaster. These build upon risk assessment processes and will be supported by an e

learning hub, containing bespoke modules on resilience, the RESILENS tools and useful resources and links. Aspects of the e learning hub will be free access and other parts will have a charge to support sustainability post European Funded Project. The e learning hub will be available from December 2017.

6.8 Academia:

Headline message: see 5.1.

Specific message: RESILENS is a pan European Research Project identifying and developing state of the art resilience practices in critical infrastructure, to develop and pilot a European Resilience Management Guideline, supported by a suite on online tools and e learning resources. The RESILENS project defines resilience as an extension of risk assessment for organizations, supporting their preparedness, response and recovery in relation to natural and manmade crises and disaster events. The project partners include academic institutions, critical infrastructure end users, standard setting bodies and research and planning organizations from across Europe. As well as tools and resources, the project will also present academic papers.

7. POTENTIAL RISKS, BARRIERS AND LEVEL OF CONTROVERSY

Risks

Lack of consistency in marketing and communication message as project has 12 project partners

Incorrect messaging, not tailored to diverse stakeholder audiences within RESILENS, resulting in disengaging audiences early in the project

Many deliverables due in similar timescales can lead to communication regarding various deliverables all due at the same time. Need to ensure differentiation of message to different audiences for different deliverables and factor this increases stress on project's communication resources during short time scale into communication action planning.

Barriers to effective communication

RESILENS is a complex project, with technical wording and concepts which could switch off the end user

Whilst English is the project language, operational staff within our end user partners from Portugal and Germany many not have advanced English language skills, especially regarding technical language. Need to consider this when developing targeted communication, training and dissemination materials

Controversy & Political interest

Resilience is relatively new concept, with various differences regarding its definition and scope

There is potential political interest, as the research project may lead to a European Guideline on Resilience

8. BRANDING

Any publicity, including at a conference or seminar or any type of information or promotional material must specify that the project has received EC research funding and **display the European emblem**.



All publications shall include the following statement:

The research leading to these results has received funding from the European Union's Horizon 2020 Research and Innovation Programme, under Grant Agreement no 653260.

Additionally, the 12 project partner logos should be included on materials, where possible (e.g. project flyers/newsletters/posters etc. Smaller items such as business cards do not necessarily need to have the partner logos). The latest version of logos can be found in the RESILENS day to day project management folder on the RESILENS file manager system

<http://www.resilens.eu/filemanager/>

All RESILENS leaflets and printed material should be in font Source Sans Pro 12 for consistency and use RESILENS branding and the RESILENS blue colour palette. A RESILENS Factsheet can be found in the RESILENS file management system/ deliverables/ Work package.

Contact Rachel.Searle@sfjuk.com for further information on colour palette, font and branding.

A RESILENS PowerPoint template has been produced for all partners to use when presenting on the project. This can be found in <https://Resilens.eu/filemanager> in day-to-day project management/ general templates folder.

9. MEDIA

Press releases and other media announcements can be used in this project. All media activity needs to be signed off by Future Analytics and Skills for Justice Enterprises (relevant task and work package leads) before publication. Media releases must again contain RESILENS logo and EU logo and statement. All media activity must be recorded in RESILENS dissemination log which is submitted at the end of each month to Skills for Justice.

10. TRADE PUBLICATIONS

Dissemination through trade publications is welcomed in this project. Project partners may already subscribe to relevant trade publications. An inventory of relevant trade publications needs to be developed.

All trade publication activity needs to be signed off by Future Analytics and Skills for Justice Enterprises (relevant task and work package leads) before publication. Media releases must again contain RESILENS logo and EU logo and statement. All media activity must be recorded in RESILENS dissemination log which is submitted at the end of each month to Skills for Justice.

11. COMMUNICATIONS CHANNELS AND OPPORTUNITIES

Conference and forum attendance by project partners

Project partner contributions to publication features and blogs

6 monthly RESILENS e newsletter – Through the Lens

RESILENS website and Twitter, including links to project partner websites and twitter feeds and relevant links to other external websites and social media accounts

LinkedIn RESILENS page (to be developed) and links to existing LinkedIn Resilience groups and project partner LinkedIn accounts

Leaflets, videos and marketing material for project partners to distribute

General and specific launch event RESILENS e newsletter footers to be created and shared with project partners to use and aide dissemination.

Using mass awareness raising through coordinated initiatives across project partners e.g. 'thunderclap'

Consider joint workshop and conference activities with other DRS7 projects to increase target audience appeal and reach.

12. SIGN OFF PROCESS

While some communication, marketing and dissemination material will be general purpose and high level in nature, other material should be designed to be targeted to different stakeholder groups (audiences) as described in Section 5. Communication, marketing and dissemination materials should where possible, be targeted to a specific audience type. All communication, marketing and dissemination materials need to be agreed with Task and Work Package lead during drafting stage. This will include agreeing target audience, format and content. At final draft stage, materials will be sent to the other project partners to ensure all is correct before distribution.

If the communication output is a deliverable, this will also need to be formally reviewed by two project partners and presented in suitable deliverable format. A template is available from Resilens file manager in the day-to-day project management/ general templates folder. Further details can also be found in the RESILENS project management handbook distributed by work package 7 and available in the deliverables section of the file management system

13. EVALUATION OF DISSEMINATION

Key Performance Indicators (KPIs) have been developed to monitor and evaluate progress and the effectiveness of communications and dissemination. Google Analytics and other relevant analytical data will be used to evaluate the effectiveness of communication and marketing materials. This will include regular review and formal analysis and feedback to General Assembly Meetings on:

- Website – hit rates, site use, new and return visitors and audience analysis
- E Newsletter – open and bounce back rates, popular features, analysis of distribution list and channels
- Twitter and social media sites e.g. LinkedIn – analysis of re-tweets, followers and following groups, frequency and content of materials shared, audience analysis
- Review of dissemination log, nature of dissemination activity and trends
- Review of media and trade publication articles and success of these
- Evaluation of any presentations or workshops given at conferences and events

See overleaf for Figure 4: Example of Key Performance Indicator for RESILENS website

RESILENS WP 6 (website) – Key Performance Indicators (KPI)		
1.	KPI title	Website
3.	KPI Description	To better understand the users` interest and to adapt the website to the users` needs
4.	KPI Rational	To support website monitoring to ensure target audience is being optimised.
5.	KPI Target	Two reach our target group audience and increase our website hits by 10-20% every 6 months. This will be reported on at the 6 monthly joint General Assembly and Executive Board meeting.
6.	KPI Measurement	<p>Analyse user behaviour in quantitative way (number of visits, frequency, visit length on each page, most favourite pages) and obtain qualitative user feedback using the following methods:</p> <p>1. Google Analytics analysis (6-monthly, xls report).</p> <p>Optional / Additional:</p> <p>Traffic to the website</p> <p>User flows throughout the website</p> <p>Country of origin of users</p> <p>3. End-user feedback through online survey or question during end-user activities.</p>
7.	Data Sources	<p>Google Analytics</p> <p>User satisfaction survey</p>
8.	Data Collection Frequency	<p>Google analytics to run continuously</p> <p>User feedback surveys to run for a period of 3 months prior to the monitoring period</p>

9.	KPI Monitoring	FAC will be responsible for monitoring the following: Google analytics – 6 monthly User feedback – 6 monthly
10.	KPI Reporting	Report on results of Google analytics results – 6 monthly (immediately following monitoring) User feedback – results report – 6 monthly (immediately following monitoring)

14. ACTION PLAN & TIMING

A Dissemination Action Plan has been prepared and should be referred to for a full list of WP6 activities planned for the forthcoming months. The Dissemination Action Plan is intended to be a living document that is continually referred to and updated as the project progresses and new material is disseminated to the target groups identified in Section 3 above. The Dissemination Action Plan organises dissemination activity under four categories, as follow:

Print Dissemination – this category might include fact sheets, banners, posters, business cards, flyers, press releases etc. or any other print based material designed to promote the RESILENS project.

Online Dissemination – this includes all material posted online related to the RESILENS project. Most online activity will be focused on the RESILENS project website, Twitter and LinkedIn pages. Other social media channels may be used as the project progresses. Also included as part of online dissemination are the RESILENS videos.

Scientific Dissemination – where possible, partners will seek to publish the findings of RESILENS research in leading international journals spanning the fields of resilience and crisis management. Partners are requested to give prior notice of any planned paper submission or publication according to the rules set out in the Consortium Agreement. Objections will be handled according to the conflict resolution process and background knowledge must not be published. The bulk of these publications will be in the English language in order to ensure broad usability in a wide range of cultures and it will demonstrate scientific excellence at the highest academic level. However, consortium partners may also publish in their national languages in order to reach audiences without English language skills.

Networking activities – this may include the following activities:

Attendance at conferences, events, workshops etc. Promotion could be on a formal basis, through a presentation at the conference/event, participation in a workshop panel discussion etc., or it could

be by exhibition with RESILENS print material on display as well as possible demonstration of RESILES tool prototypes (if available). It is also relevant to track conferences or events where RESILENS was mentioned informally by way of networking discussions or casual conversation.

Co-operation with other research projects. A detailed plan has been prepared to coordinate collaboration with other European research projects. Please refer to D6.2 Plan for coordination and collaboration with related projects and initiatives.

A realistic and achievable number of actions will be planned for each quarter to ensure a steady, consistent and high quality dissemination flow from the project. Progress on achieving the actions set out on the Plan will be monitored carefully by the WPL, SfJE, and on a formal basis once every 3 months (quarterly). Dissemination brainstorming sessions will also be held at the end of each quarter with a view to generating fresh ideas for the forthcoming quarter. While most activity actions will be set a target date of completion within each quarter period, it is also appropriate to set longer target dates for some actions, and so it is possible that some actions will follow through from one quarterly update of the plan to the issue of the plan.

15. CONCLUSION

The target audience for RESILENS dissemination, as detailed in Chapter 4, is broad in terms of geography; occupational background; organisational nature; their role with regards resilience in critical infrastructure; and their knowledge and understanding of the resilience concept. As such, our dissemination strategy is multi channel and tailored to meet the needs of our diverse audience. Within work package 6, we will continue to monitor and evaluate the effectiveness of the communication channels and dissemination we are using; ensuring it remains fit for purpose and results in steady growth in website, social media and e newsletter users and length of time they use these dissemination channels. This will be reflected in our ongoing action plan and an update provided to all project partners at General Assembly and Executive Board meetings.