I am delighted to share the 2018 National Centre for Resilience Annual Report with you. This past year has been a very busy and successful year for us with many achievements and I hope you will enjoy reading about them.

Our purpose is to assist resilience practitioners with solutions to real life issues by delivering evidence-based projects and research. The mix of resilience professionals, academic researchers and policy makers is what makes the NCR a unique collaboration.

I hope you will find the outputs from this year’s work, interesting, thought provoking and helpful. In 2018 we have finalized our strategic plan coupled with our new organizational structure I am confident that this will ensure effective delivery our core objectives.

If you are keen to find out more then please do get in touch the team who will be delighted to provide more detail on how we can assist you.

Pat Boyle
NCR Steering Group Chair
We launched our strategic plan in 2018 which sets out how we will work to address the challenges caused by the effect of natural hazards on people within the recovery phase.

We laid out six key goals aimed to strengthen our organisation in preparation for the next two years. These goals are aimed at focusing our deliverables, increasing the relevance of our work and promoting cross sector working within our organisation and external partnerships.
We reviewed and developed our organisational structure in 2018 and are now a fully established partnership of 11 organisations spanning practice, academia, third sector and policy makers.

Following the recruitment of our Business Development Manager, we launched a business planning cycle and implemented a 12 point development plan to ensure clear direction, growth and sustainability.

By conducting a full review of past and current performance, we have been able to make key decisions and implement our revised organisational strategy.

Our focused programme of work for the next two years which launched in the new FY 2019/20 builds on our work from past operational years.
What we did in 2018

- Delivered 4 Practitioner Projects
- Funded 1 Knowledge Exchange EVENT Centre for Climate Justice
- Funded 7 Commissioned Research projects
- Delivered 4 Knowledge Exchange Workshops
- Funded 1 Resilience Development Officer in Education Scotland
- Published 10 Academic Papers for science, research & practice
- Funded 1 Higher Education Module University of the Highlands & Islands
- Development of a Research Network
- Launched Digital channels
- Revised Strategy
- Launched Website
In 2018 we called for project funding applications in two rounds. Competition was hard as this year’s applications were of a very high quality.

There was a significant increase in applications against previous years. We attribute this to actively seeking out submissions through our network channels. We also developed and launched our website and digital channels which has increased our potential reach. The projects selected for 2018 were assessed by our funding panel on their individual merits and scored against our strategic goals.

Not all project applications could be funded. However, we would like to thank all of the project teams for applying, and would encourage them to submit further applications in future funding calls.
2018 Delivered Projects

Flood Resilient Properties
We funded and partnered in cross-sector working to inform and influence industry, improve recovery, preparedness and promote community behavioural change in individuals who live in at risk properties. The resulting framework and guidelines will benefit both communities and industry.

Community Flooding Volunteer Project
We worked with The Conservation Volunteers to fund and deliver a project to increase volunteer confidence and knowledge of flood prevention, flood risk management techniques, prevention and preparedness with an aim to empower communities and promote partnership working.
2018 Delivered Projects

Research & Science focussed projects

NHP Resource Pack & Dissemination
We partnered with the Natural Hazards Partnership to compile existing scientific advice and resources and make them widely available to resilience organisations on a public platform.

Text mining
Our funding developed a scientific approach to identify commonalities in written text to determine natural hazard key trends. This can be used for benchmarking metrics for future emergencies.
2018 Delivered Projects

Education focussed projects

Post Graduate Resilience Modules at The University of the Highlands and Islands
We worked with the Scottish Resilience Development Service to fund the design and launch of level 11 higher education modules set up within an existing post graduate course at the University of the Highlands and Islands.
The aim of the course is to assist understanding resilience context & analysing resilience management to address identified training gaps in resilience professionals’ knowledge.

Resilient Individuals and Communities Development Officer – Education Scotland
We worked with Education Scotland to fund a seconded role. The aim of this role is to embed community resilience within schools nationally through learning experiences encouraging behaviours that build resilience from an early age.
Resulting in a proven pilot for this resource with clear success measurements.
In 2018 the following research papers were published:

1. Creating the conditions for community resilience: Aberdeen, Scotland—an example of the role of community planning groups *
2. Climate Change, Climate Justice & Mental Health Knowledge Exchange*
3. Community Resilience and Climate Justice - Key Messages for Policy and Practice*
4. Resilience from a lived-experience perspective in the regional context of Dumfries and Galloway, Scotland*
5. Building community resilience to natural hazards: Lessons from Katrina*
6. Property Flood Resilience Action Plan: Scotland*
7. Text mining of Scottish post-emergency and training exercise debrief reports*

*See pg22 for full citations
We called for academic research projects in two rounds in 2018. The quality of the research applications was very high. The research funding panel assessed each of the project proposals for their individual merit and against our core objectives.

Funding was awarded at the end of the 2018/19 FY. The projects are ongoing. The research funds awarded follow the academic year, and we expect the results to be released in the next FY annual report.
In 2018 we awarded grants for the following research projects:

**Exploring the Role of Local Businesses in Community Resilience to Natural Hazards**
Crichton Institute, University of Glasgow

**Developing a digital flood evacuation model**
Robert Gordon University

**Building a Movement: Community Development & Resilience in Response to extreme events**
University of Stirling

**Hot spots & not spots of Scottish community resilience**
Scotland's Rural College
The NCR Research team are delivering the following projects:

Social sciences strategic research fund:

**Resilience in Farming - Working Across Sectors and Disciplines**

Applying the principles of community resilience and disaster risk reduction.

In partnership with NFU

Small Grant Global Challenges Research Fund (GCRF), :

**Building resilient dairy farming systems. What can Scotland’s and Malawi’s dairy farmers learn from each other?**

In partnership with the University of Glasgow School of Veterinary Medicine & Department of Animal Science at Lilongwe University of Agriculture & Natural Resources (LUANR), Malawi

Developing potential to: learn from each other, co-design research, build networks and, develop dairy farmers’ resilience.
Our Knowledge exchange is based on our projects and research. The aim is to create strong and productive collaborations and partnerships that provide evidence for decision making in policy and practice.

In 2018 we recruited a Knowledge Exchange Officer to develop and establish the basis of a research network, encourage knowledge sharing and identify requirements for effective cross sector working within our identified audiences.

In order for us to deliver effective and useful knowledge brokerage, we reviewed our knowledge exchange methodology and types of delivery. We actively searched for methods to understand the knowledge gaps experienced by our key audiences with a view to link existing research, initiate projects and/or commission research. This information fed directly into the programme of work for the next two FY’s.

As a result of this due diligence we set up the correct platforms, processes and plans required to deliver strong knowledge brokerage & exchange with our identified audiences.
2018 Knowledge Exchange

The following knowledge exchange workshops & events were held:

Role of Local Resilience Planning Partnerships Knowledge exchange workshop
Facilitated workshop with “Aberdeen Resilient, Included and Supported Group” Exploring what resilience “looks like” for deprived communities: produced a short report and journal submission

UKRI GCRF Regional Engagement Event Glasgow

Resilient Farms Event
Invited by Nestlé, United Utilities, First Milk, 3Keel and En-trade

“Exploring The Relationship Between Local Authorities and The Third Sector in Relation to Community Resilience Workshop”
Facilitated workshop with practitioners in partnership with Scottish Government Resilience Division for data collection and working paper.

The Effect of Climate Change on Mental Health Knowledge Exchange Event
Working in partnership with the Glasgow Caledonian University, Centre for Climate Justice and funding the kick start of the conversation on the effects of climate change on mental health. The resulting published paper will be shared at the Climate Justice World Forum 2019.
FY 18/19 we have successfully reached financial baseline
- All legacy projects have been delivered & clawback cycle stopped
- Reduced risk of future clawback through specific project terms & conditions and strong project management

Ready to move forward
2018 Growth headlines

- Website LIVE
- Clawback cycle ended
- Improved Team effectiveness
- Clawback risk reduced
- Online presence
- More publications
- All delayed legacy projects delivered
- Programme Management
- Two year programme signed off
- Revised Governance
- More Research projects funded
- BAU Operational Processes implemented
- Increased quality project applications
- Fully Established Organisation
## FY 2018/19 Financial Breakdown

### Fund FY 18/19

<table>
<thead>
<tr>
<th>Grant funding Bodies:</th>
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<tbody>
<tr>
<td>Scottish Government Grant</td>
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<td>Scottish Funding Council Grant</td>
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<tr>
<th>Project Awards (SG) Highlights:</th>
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<tbody>
<tr>
<td>Clawback flood resilient properties*</td>
<td>24,000</td>
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<tr>
<td>Clawback level 10 resilience modules*</td>
<td>3,000</td>
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<tr>
<td>Clawback NHP Text Mining*</td>
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<tr>
<td>Clawback NHP resource pack &amp; dissemination*</td>
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<td>Climate Justice Event 19th March</td>
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<td>Education Scotland</td>
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<td>TCV</td>
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<table>
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<tr>
<th>Research Awards (SFC) Highlights:</th>
<th>Total</th>
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<tr>
<td>SRUC</td>
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<td>University of Stirling Research award</td>
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<tr>
<td>Robert Gordon University</td>
<td>29,879</td>
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<tr>
<td>Crichton Institute University of Glasgow</td>
<td>25,398</td>
</tr>
</tbody>
</table>

*C Clawback from FY17/18

[Diagram showing financial breakdown: Projects & Research 47%, Salaries 38%, Ops 15%]
Meet the Team

Pat Boyle
Chair to the NCR Steering Group

Ailsa Mackay
Centre Management

Kayleigh Parker
Projects

Prof Fabrice Renaud
Research Director

Dr Helen Baxter
Research

Find out more:
glasgow.ac.uk/nationalcentreforresilience
@ResilienceScot
Nationalcentreforresilience@Glasgow.ac.uk
Our Partnership

We are a partnership of Natural Hazard organisations:

SEPA
Scottish Funding Council
Scottish Government
British Geological Survey
Met Office
Scottish Flood Forum
University of Glasgow
Key Responders
Natural Hazards Partnership
ClimateXChange

Report produced June 2019 by Ailsa Mackay
Appendix - Reference List

Research citations:


