

Name: Agency

<Files\Interviews\2019.05.30 Serge Marti\_Transcript> - § 16 references coded [19.41% Coverage]

Reference 1 - 1.55% Coverage

But the principal are. And part of the principles of how indigenous peoples do build resilience is a certain degree of autonomous decision making. So they tend to be groups that traditionally have determined their own futures and they have their own rule-based systems. They have what they call 'customary law' and I think that there's real relevance there because it's basically the ability to adapt their local rule-making systems to deal with the situations they find themselves in and not have to wait for some higher power to give them authority to move towards what they need to do or to (make them) to adapt to the situation they are in. So I think that there's lessons in that. They are not absolute, (obviously) indigenous people don't live separate from the state but they do have these structures that allow them to have very clear decision making.

Reference 2 - 0.63% Coverage

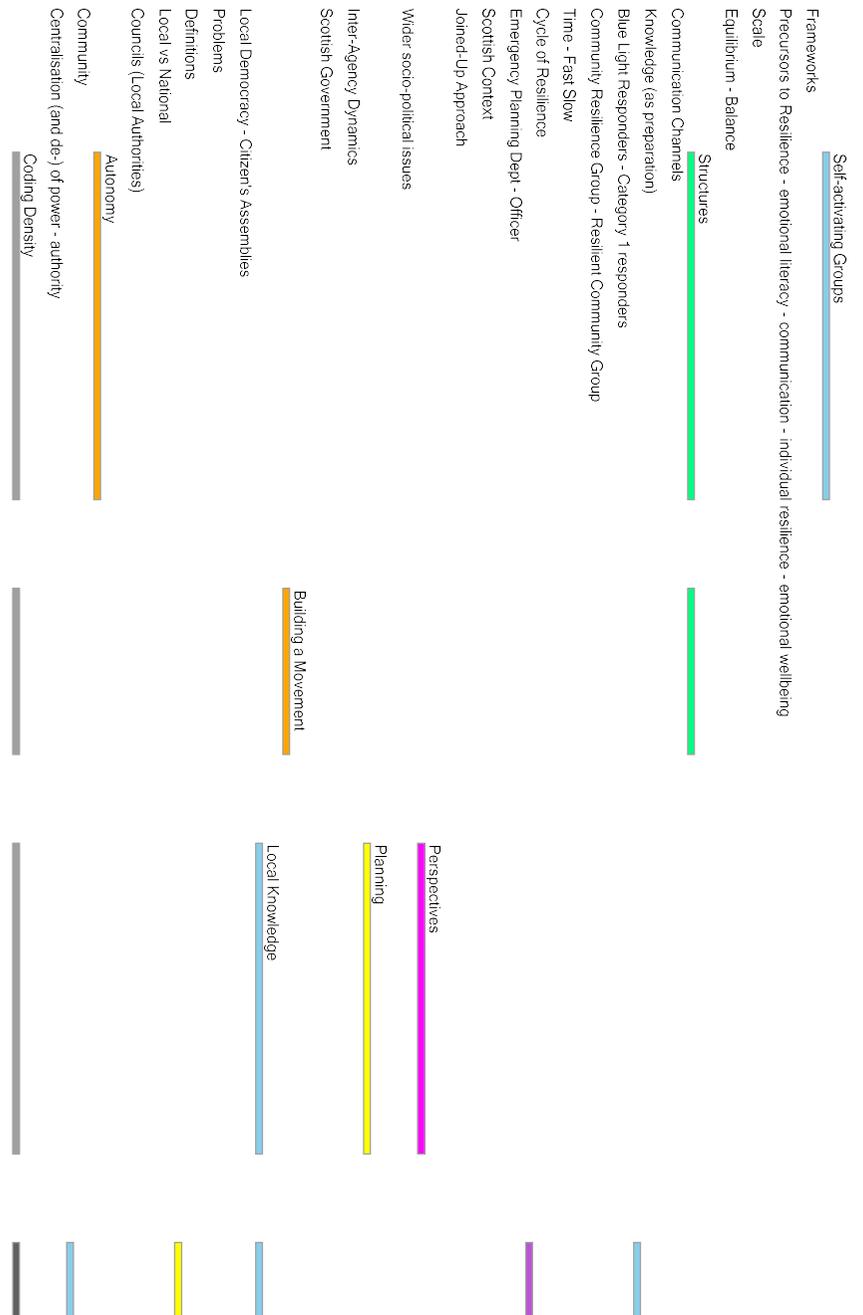
I support indigenous people's movements to reflect on how they are developing and what they can do to make themselves stronger, whilst being led very much by themselves but what are the structures, what are the frameworks that they need in order to grow as movements. Again, it will depend what you mean by 'movement' whether that's relevant or not!

Reference 3 - 1.37% Coverage

there's some fantastic long term visioning and planning tools that indigenous peoples have. So I want to try and stop this assumption that it's always 'we support people out in the developing world'. I actually think that many indigenous peoples have these really remarkable, very deep planning tools. And they're based on reflecting on the history of the place and the memory of the place and the memory of the culture. And then analysing what's happened today and then looking forward to the vision of the future that they would like to project and then what you need to do in order to get there. And I think that's a really powerful way of planning and also for shocks, for extreme events. It puts a lot of power back to communities to be able to do that.

Reference 4 - 1.83% Coverage

I think community resilience is...it's about understanding what has kept us strong as a community in the past. It's about becoming aware of the kinds of extreme events that we



can face in the future. And it's about putting in place the decision making, the practices, the preparation, that we can, as a community, put in place. In order to be prepared for those future extreme events. Or to recognise those areas where we don't have the competence at a community level and we need to be part of networks that are stronger - at sub-national, national or international levels - in order to face those events. But I think, for me, the community resilience - at its heart - is the ability for the community to take decisions for itself. Particularly at the time when those extreme events hit. If you're waiting for centralised, (manual) controlled structure, then obviously that will slow things down. And there are certain areas where that's going to be very, very useful but there is others where it will be less so.

Reference 5 - 0.70% Coverage

So I think another part of community resilience (there) would be to identify what are those areas and for communities to be involved in identifying what are those areas that communities should have under their own competences, to build their resilience in those fields. And what are those areas where they require the external support or the network support to be able to be more resilient.

Reference 6 - 2.84% Coverage

So there's no easy answer to that because it depends on what the political makeup...So in Scotland at the moment, within community resilience, my sense is that it's quite low because we have had a political system - right or left regardless - that has really taken agency away from community and tended to centralise it. We have a local government system that is either too big, with councils, or at a huge scale, far bigger than anywhere else in Europe. Or too small and too un...(struggling for words)

IV. Under-resourced?

P. Under-powered. Yeah, under-resourced and under-powered in terms of the community councils so...So yeah, we could say, yes community resilience, the agency of communities in determining their own resilience is quite small and the knee jerk reaction would be 'well in that case let's hand that over to other agencies who are competent and able to do this'. But I don't think that stems from a natural ability of communities to be able or not be able to deal with extreme events. I think it stems from a centralised political structure that gives very little power and agency to communities. So in a sense I think it's difficult to imagine how we would extricate the resilience part to the agency and power at the



local level part. And I know that there is the local governance review - I don't know what the outcome of that is yet, that's going on. But it's definitely an issue and the Scottish Government are aware of it, which is good. But yes, I'm slightly reticent there. Like I don't know how far we can get without having that in place.

Reference 7 - 1.33% Coverage

The flip side of that and the optimist in me thinks that 'well maybe if there were systems for improving community preparedness for extreme events then that could be one of the things that helps lay the ground for demonstrating that communities can be given more decision making power over their own lives. In terms of where the split then lies, again, I struggle to find it separate from-, so my own experience from indigenous peoples is that although they are among the poorest people in the world, the least educated in formal terms, they have a very high degree of autonomy over the decision making and it does tend to mean that, in a variety of types of extreme events that they face, they do a very good job at reacting to those!

Reference 8 - 1.21% Coverage

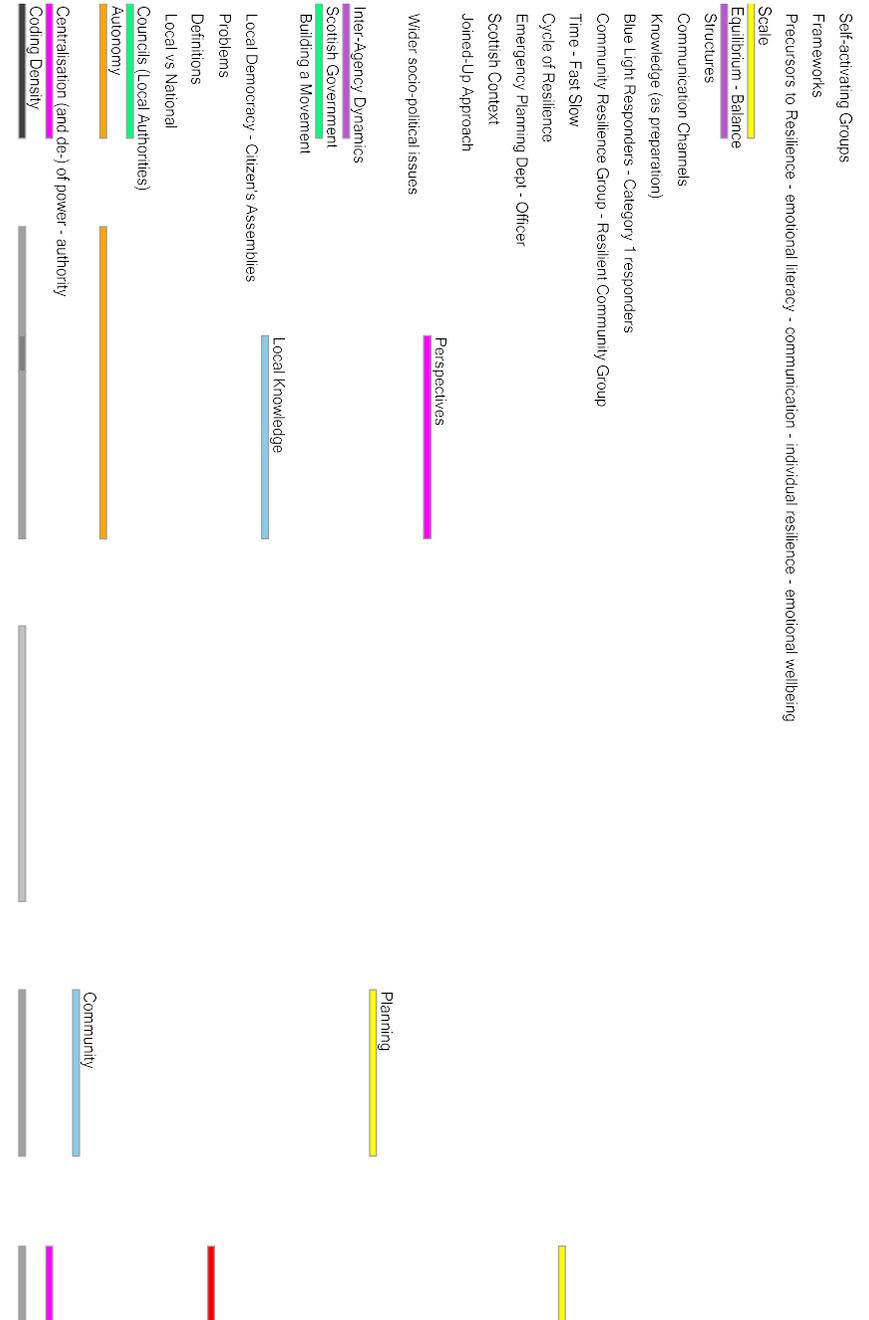
So, yeah, we obviously have more complex systems as well; we're on electric grids and gas grids and that all adds complexity - and internet grids - and all of those are adding complexity that indigenous communities don't necessarily have, so that is true...But...yeah, I think if we are thinking of the kinds of-, the potential impact of climate change and the potential impact of the sixth mass extinction that's taking place, they are so huge that we really need to think about how we build resilience into the system and to my mind that has to be by getting more decision making power in community's hands to be able to ( ). I don't know if I quite answer it but...!

Reference 9 - 0.75% Coverage

Yeah I think the other one is again going back to this idea of when communities are involved in planning - not just in terms of you know, being able to make comments about an existing plan but involved from the start in how planning is developed - which obviously would be quite a seachange as to how it happens now. But I think that would be a very powerful way of building in resilience into future developments.

Reference 10 - 2.58% Coverage

I think that inevitably we're going to need to take very, very fast transformative steps in terms of what our lives look like and how we lead our lives in the next 20, 30, 40 years. In



order to go down to zero emissions for instance. The way in which that will happen will depend on how much we, as people, demand to be involved in how that happens. And so I think there's a moment-, it's a bit of a chicken and egg situation, if we don't, as people, as communities, get involved *now*, then there is a risk that decisions will be taken in our name that will become increasingly dramatic decisions down the line and that will leave a lot of people unhappy about how the decisions were taken. So I think that there's something about bringing that to the fore. For instance, Edinburgh has declared now 2030 going down to zero carbon - by 2030 in 11 years. No one has said *how* that's going to happen but if communities are not wise to it and engaged in it then it will happen in ways that will not take into account social justice, will not take into account...So there's real risk there for communities. So I wonder if that can become-, explaining that risk can become something that activates community passion about getting involved in getting ready for extreme events and getting ready for that transformation in terms of zero carbon and so on. So I think there's space in that to really bring that to the fore, if that makes sense.

Reference 11 - 1.07% Coverage

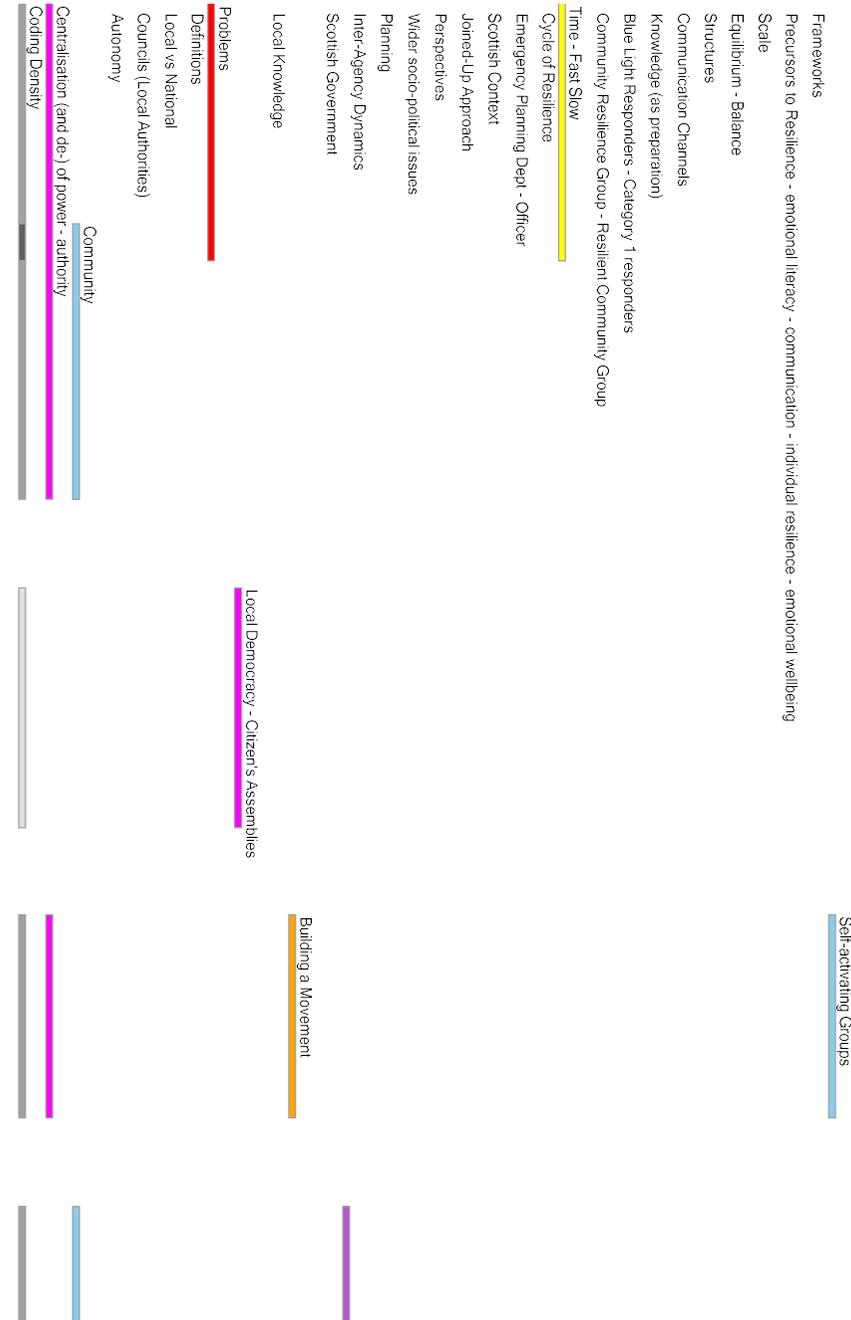
So it was citizens' assemblies, and I think that's quite an interesting way forward when we have these difficult situations. It's insufficient because it's only created for a short time by bringing a random selection that represents all sections of society, to be able to sit together and think through what to do about a particular problem we have. But I think more and more, using those kinds of things at various levels, it could be at national level, it could be at local community levels, is also a powerful tool that can be used to determine pathways forward that have ( ) popular support.

Reference 12 - 0.95% Coverage

And what's quite pleasing about the self-organising movement model is that it does have to be something that will be picked up by many people and they want to pick it up and they're able to. But what's pleasing about it is that it's low cost as well, relatively. It also puts the other institutions in service of that, so say Stirling University 'right (what do you have to offer)?' you know 'where does your support lie?' Rather than being the *holders* of the movement. So it (deciphers) that kind of-, the holding of a group.

Reference 13 - 0.64% Coverage

.I think we have a real challenge because it's the same thing - it's that shift between wanting to develop and implement policy to becoming facilitators that allow communities to have a



strong say in what it is that they need to do and then help to connect that with other communities. Whether it's regionally or within a council area of whatever it is.

Reference 14 - 0.79% Coverage

So I think that if all of those bodies were able to play that role, that would be enormously powerful. Our Community Council here does play that role, to an extent, convening gatherings where many more voices in the community get heard. I don't know if they play it by mandate but by de facto, because they have people who believe in that kind of approach in it, that's what they have ended up doing as community councillors, which is good.

Reference 15 - 0.58% Coverage

I was really encouraged that across so many different areas of society there was such a widespread sense that having more power at the community level, more decision making power, was a good thing. It was kind of self-selecting, you know! ((both laugh)) 'Why should communities *not* be involved in ( ) for extreme events?!

Reference 16 - 0.59% Coverage

so there was that sense of 'this is a group of people that could support each other on that and although that's different from the movement that I was perhaps describing but there's value in that. And again, my sense is that there would be value in that being a facet of that move towards greater local decision making overall.

<Files\Interviews\2019.06.03 Alison MacLennan Transcript> - 5 7 references coded [8.98% Coverage]

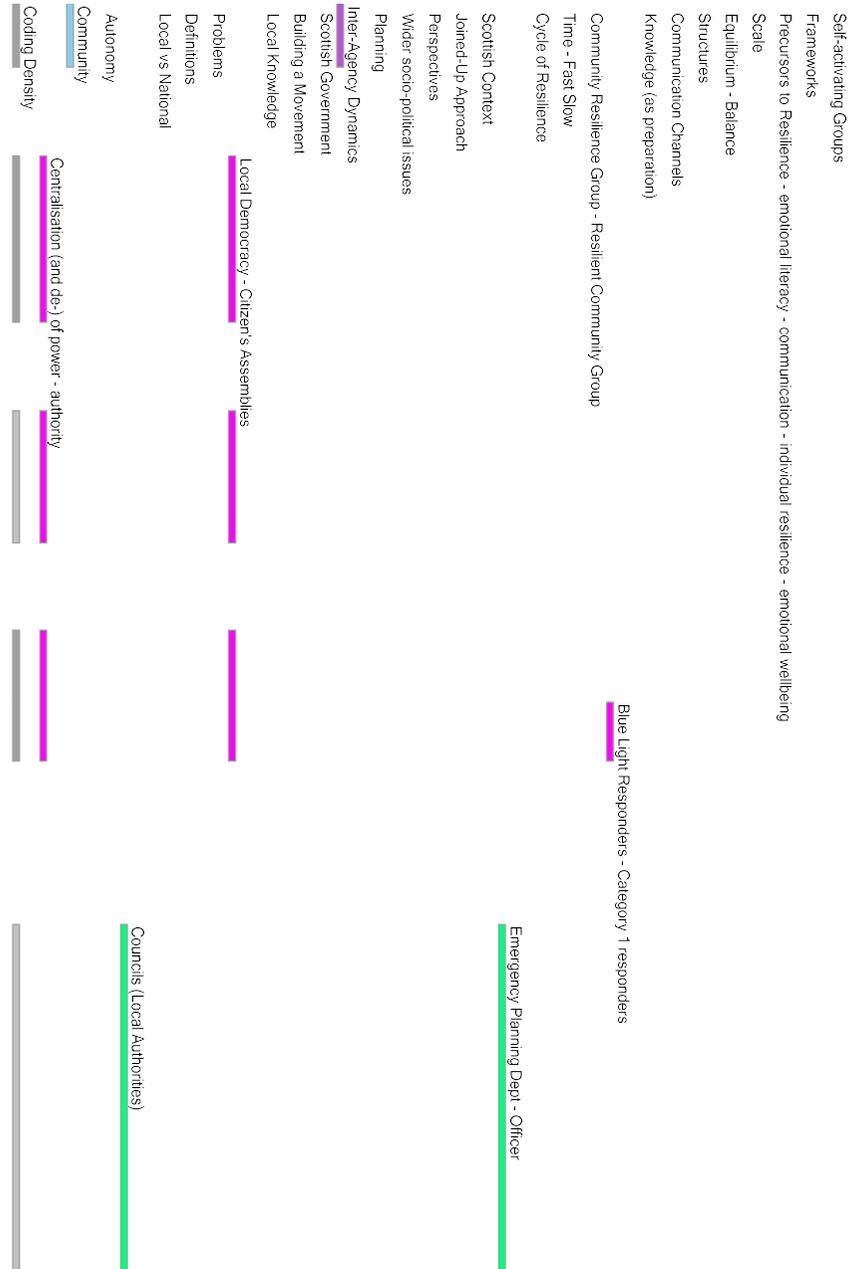
Reference 1 - 1.20% Coverage

Can I ask you about another axis of community resilience and that's about agency, about the direction, how is it directed to community resilience and where does the authority come from or reside within community resilience?

P. Are you sort of thinking in relation to my post?

IV. No just generally and the general concept of community resilience.

P. I mean in theory I suppose it should come from the emergency planning department of your local council.



Reference 2 - 0.82% Coverage

But I think it should actually come from your emergency planning officer and then filter down to your ward managers and then I suppose your local areas should have emergency plans. And there probably should be people from education, your emergency services, your third sector and voluntary services included as well.

Reference 3 - 1.53% Coverage

But you see it as being a local authority place to provide a framework upon which community resilience can be built?

P. Yeah and I think actually they do have-, if you have a plan and the people who are named in that plan as part of it, I think - certainly in East Lothian - they have the liability insurance for people to respond to it. And I think there is that but you have to have the plan and have it approved in order to access that. Sandy Baptie would be your person to speak to. But I think they've got a very good framework in place and I'm quite impressed with it, to be honest.

Reference 4 - 1.37% Coverage

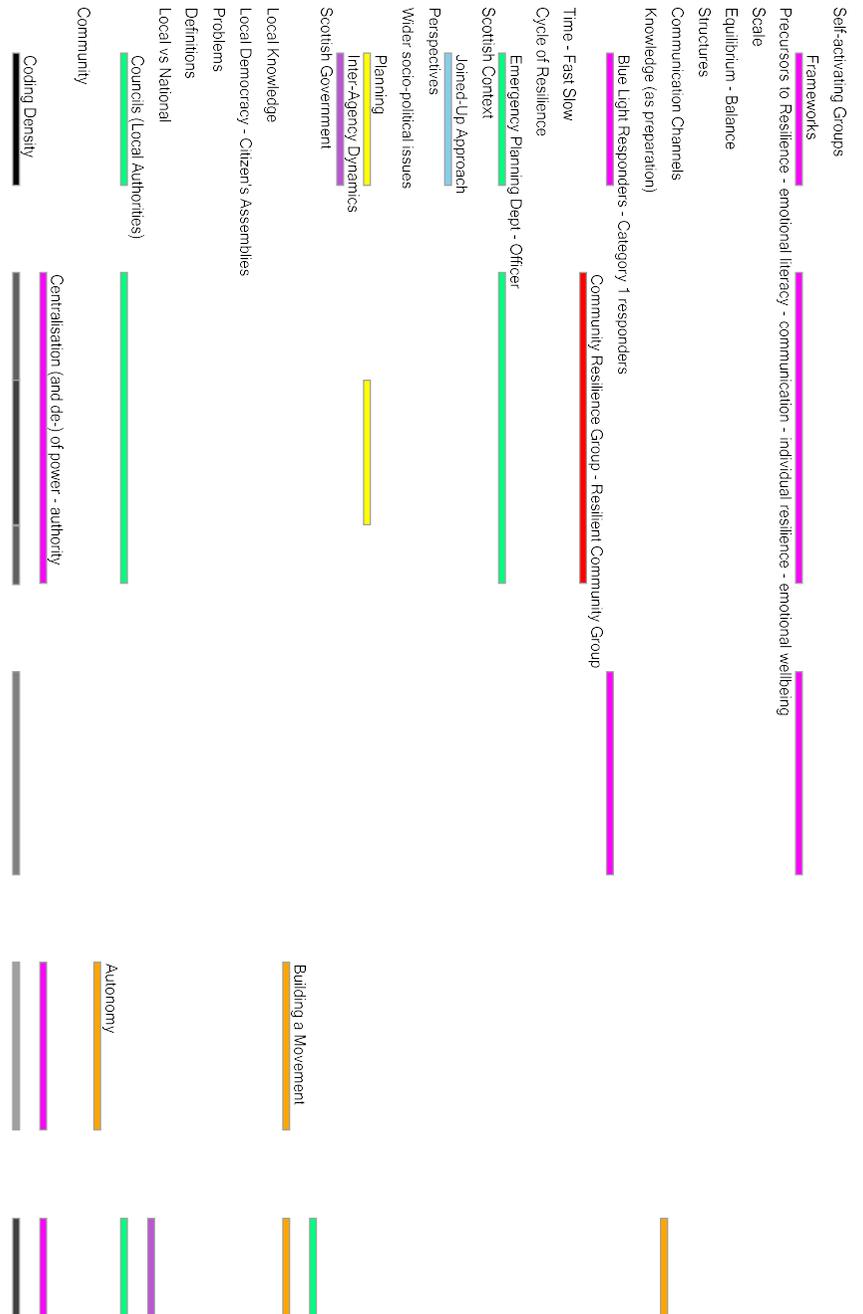
And I know the likes of Scottish Fire & Rescue, they have like a responders register as well, if it's people who can offer a 4 x 4 or organisations. And I think they try and get them cleared through the PVG system and things like that. But then they know they can pull on that... I suppose it's sort of knowing that when something happens, who has the chain of command as well and then who do you offer help to... So it's maybe getting that out and advertising that so that people know how to respond and how to respond correctly too.

Reference 5 - 1.17% Coverage

I think the one thing that really came out at the last conference that we were at, or workshop day, I think it does need to come from the people at the coalface or on the ground. And I think they need to feel as if they had ownership of it as well and that's maybe where a social movement-, you know, people might feel as if they have an element of ownership and - I'm not saying control but - ((sighs)) as if they have a say as to how things are going.

Reference 6 - 1.25% Coverage

IV. Do you think anyone should coordinate such a movement? Is that something that would be needed?



P. Possibly yes. And I think that's something, you know... yeah, I think there probably is a *need* for that but whether there's maybe one person who does that at a national level and then filters it out through-, is it through your local authorities, or through Facebook... I mean I think for the liability insurance and things like that it has to be done through the local authorities.

Reference 7 - 1.64% Coverage

But I think for your community resilience or your action plans, that does need to be done through the local councils or your emergency planning departments. But I think for your community groups who are just looking to make a difference and that sort of movement, I think yes, there can be scope for flexibility as well. I think you can have your different levels sitting alongside each other and each with their own sort of purpose but how do you measure and take stick of what's going on - I think that's maybe a tougher question. So you maybe do need somebody overseeing one way or another. That may be more at local levels as well.

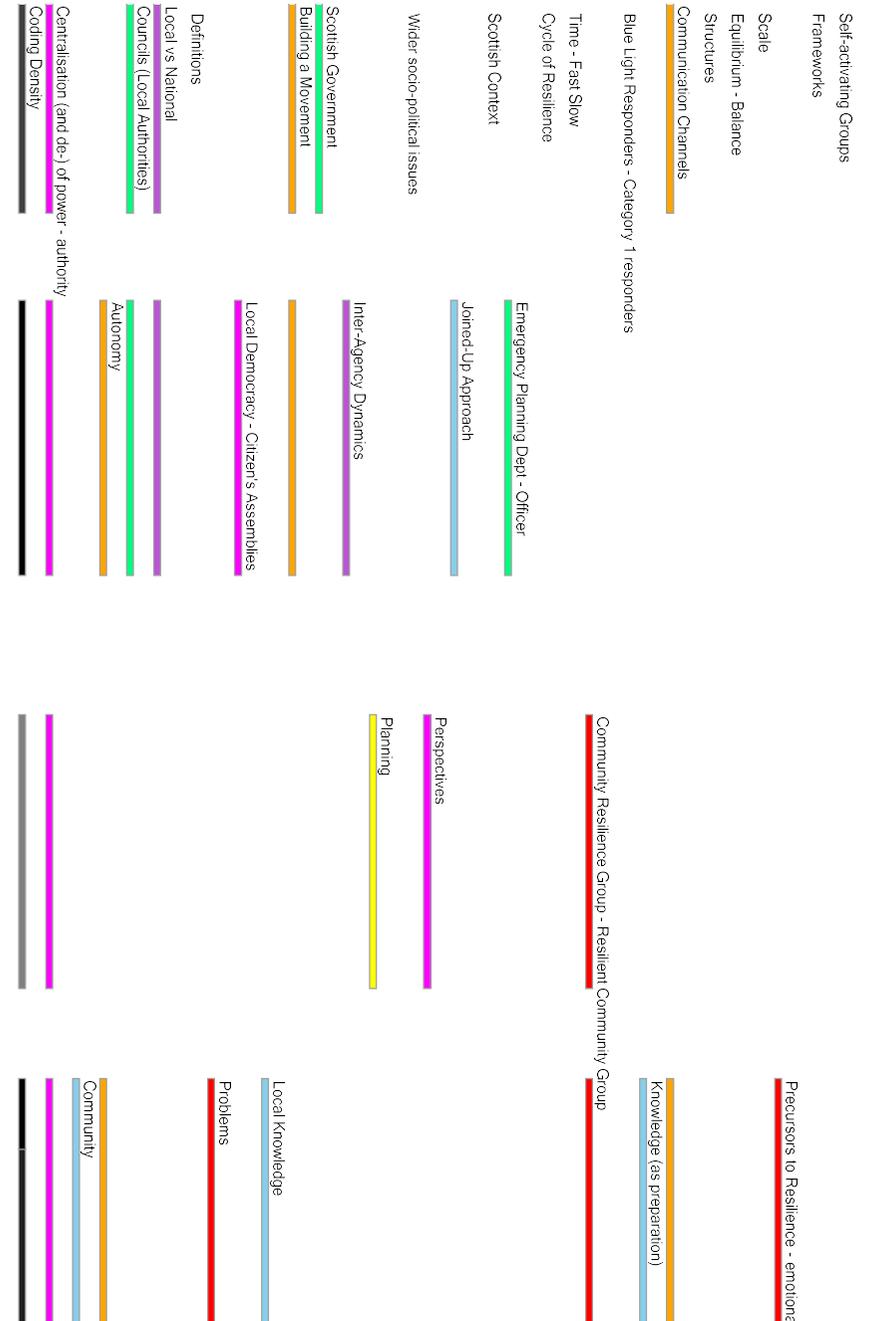
<Files\Interviews\2019.06.03 Kevin Sewell\_Transcript> - § 5 references coded [6.34% Coverage]

Reference 1 - 1.45% Coverage

So last year I moved here and I now have responsibility for developing resilient communities. And we have 20 community councils, then have engaged well so far, seven more are in the process of tentatively engaging with us and three are on the backburner just now because they've chosen to. But eventually we anticipate all 20 community council areas will have a specific resilient community plan, which they draw up - not us. And that's the difference with The Borders. In The Borders we did it professionally for them, we drew *their* plans up. But in East Lothian the community draw the plan up, so it's their plan rather than us providing it.

Reference 2 - 1.51% Coverage

The point is, communities can't, in an emergency, immediately form a resilience group - it doesn't work. We've seen it a million times how people have said 'oh yes, we're quite resilient' and when you actually do the debrief, they know the people two doors up and two doors down. They don't actually know anybody else. And a lot of people get isolated because they're not actually located close to neighbours. And the community doesn't quite grasp this. So the Big Brother approach is 'we are there for all people in the community to



have a link to the middle' and that was our purpose for setting up resilient community groups in The Borders and in East Lothian Council.

Reference 3 - 0.80% Coverage

Up on the hills, above Gifford. They get isolated a lot by snow and severe weather. Now they also have drawn up their own plan. We give them all the help they need - we tell them how to shape it, but what they put in there is actually theirs. The key bit they do there is identify the risks in their area. Up on the hills it's snow. Occasionally flooding.

Reference 4 - 1.62% Coverage

Yes. But the locally-pushed development still has to come to the local authority. Because in an emergency, in an emergency respond, category one responders - I don't know if you know what they are - police, fire, ambulance, local authority and coastguards are category one responders. By law, we have to deal with emergencies. Now when the emergency phase is on, we open multi agency control rooms like the one next door and the agencies sit together to respond to it all. It's usually the police but in a fire event or something like that, it's the fire service who are in charge, not the police. And the same with offshore, it would be the coastguard in charge, not the police. So there's roles for everybody in that.

Reference 5 - 0.97% Coverage

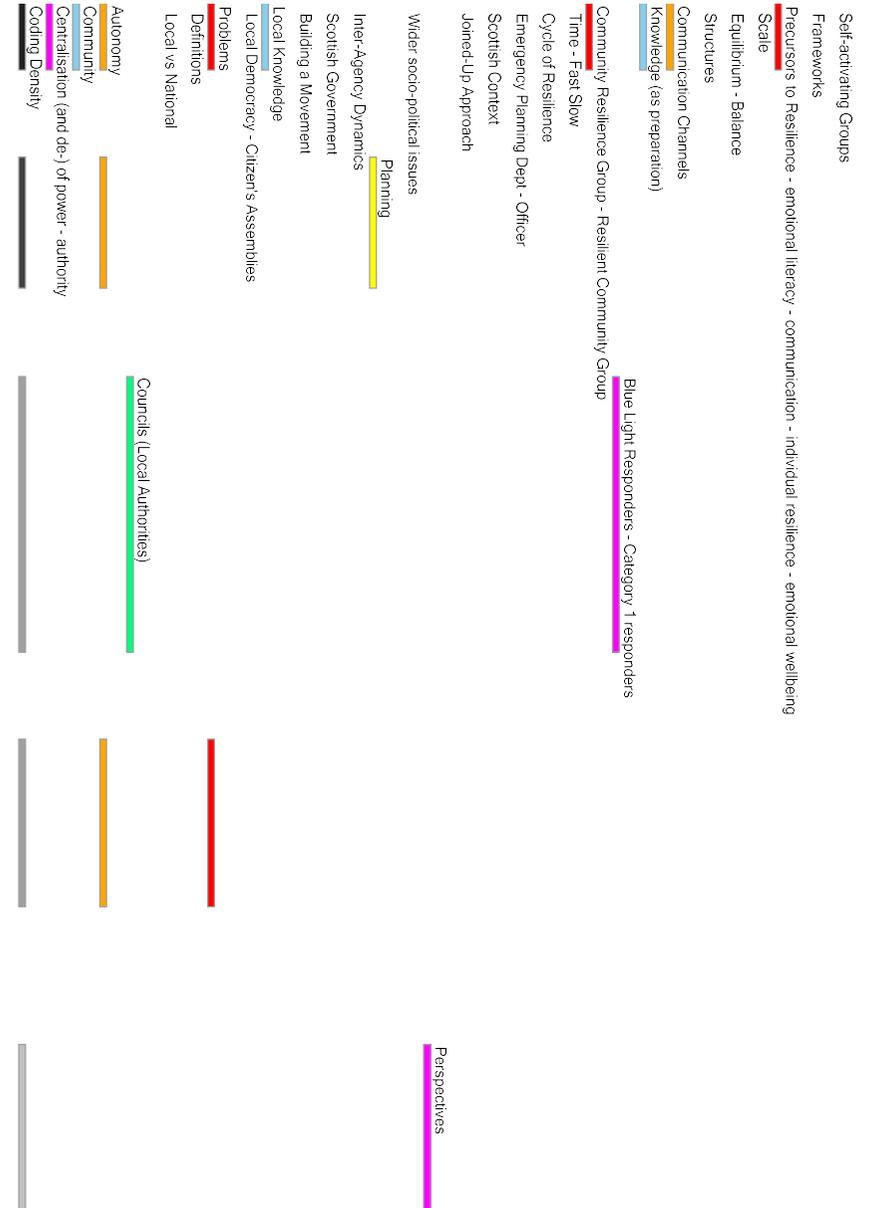
It's back to this link - from the voluntary sector I can sit in there and call out the Red Cross or Lothian 4x4 etc. and I know they will come and I know they will do something because they practice all the time. These guys are really, really good. If we go to other people in the community and we say 'can you open the village hall and make a cup of tea and get people in' the first question is 'I don't know where the keys are'.

<Files\Interviews\2019.06.03 Phillip Revell Transcript> - 4 references coded [7.50% Coverage]

Reference 1 - 1.02% Coverage

Absolutely. And really seeing how we could-, well I suppose that we would see it that we need to become as resilient as possible as a community because we don't really know what the future is going to hold but it's going to be quite uncertain and lots of unexpected events are inevitable, so how can we become resilient enough to really, proactively, shape the future we want rather than just passively responding to events when they happen.

Reference 2 - 2.66% Coverage



It was just about expanding on a definition of community resilience, so how you would see...

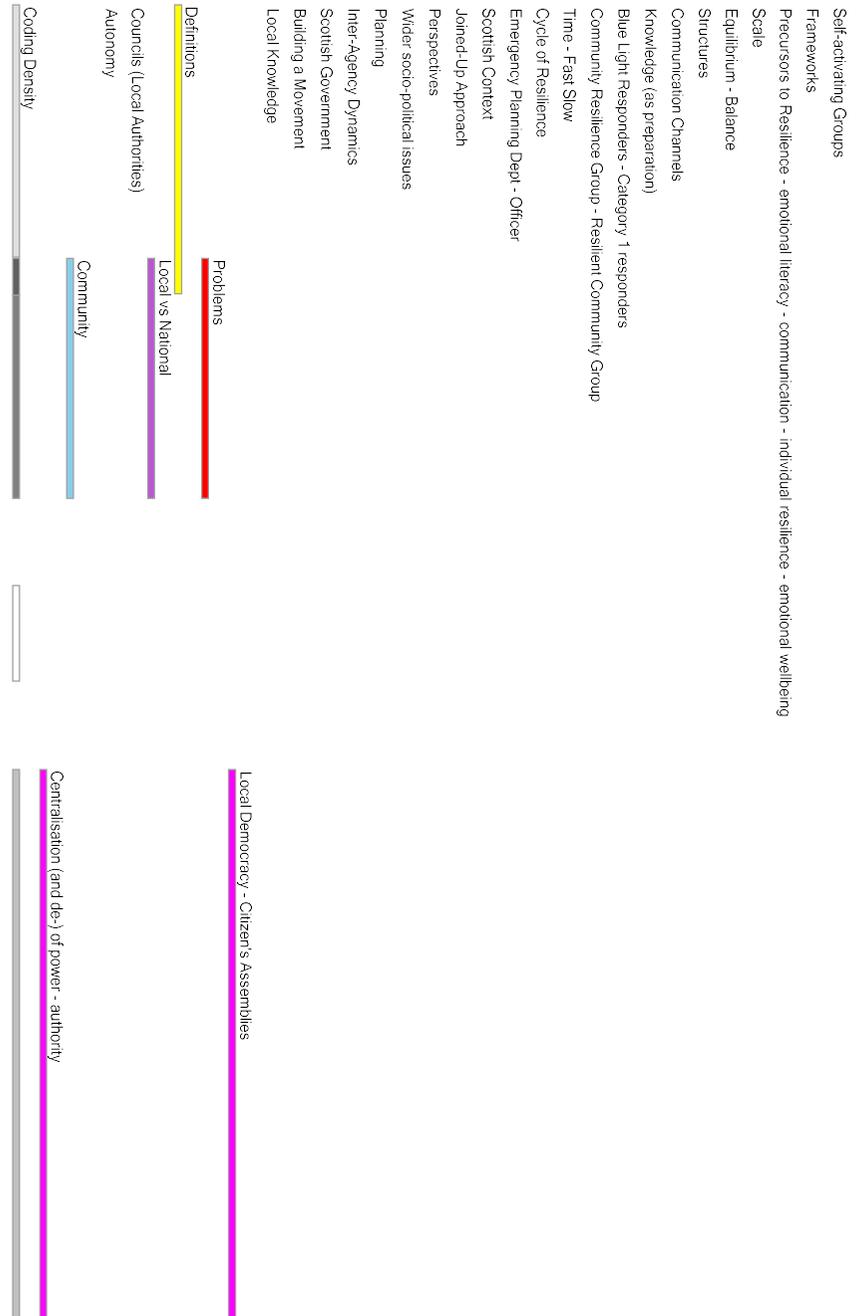
P. Well, I mean there is a danger that it's an increasingly bandied about term and there's certainly a danger that it is used in different ways by different people and it's quite a difficult concept to actually grasp, there's quite a lot to it. So in some ways I think it's a concept whose time has come but also it is slightly prone to misuse I think...but yeah, I would use it in the sense of becoming confident and empowered enough as a community to really embrace change and actively shape our own future. I mean there is certainly a danger that it can be used by the state as an excuse for withdrawing resources from communities and making them 'look after themselves' so in order for communities to become resilient they do need a supportive infrastructure and resources at grassroots level and that's the big challenge we face really with community-led climate action in Scotland at the moment. The potential for community-led action to bring about transformational change is not recognised and there are not enough resources going in at grassroots level.

Reference 3 - 0.48% Coverage

Well...I mean that ties in with empowerment and resilience generally. I mean too often at the moment communities actually have very little agency and that is a major barrier to them becoming more empowered.

Reference 4 - 3.35% Coverage

Well there's a huge amount can be done but it's not simple and it brings in lots of different issues. I mean one of the main issues is a complete lack of local democracy in Scotland. So there are no local democratic fora where communities can really come together and have meaningful debates and bring together differing opinions and conflicting ideas and embrace those in a creative way. Then there's issues around land, ownership and access to land, which is a huge issue. I mean it's not as obvious in this part of Scotland as in the Highlands but actually only a handful of landowners own all the land around Dunbar. Land prices are another huge issue because land has become a commodity so land price bears no actual relation to its use value anymore. And there's the whole planning system which totally disempowers people because people don't feel any control over how local land is used. So all those issues which are all sort of interconnected, coming together, combine to really disconnect people from politics and democracy and they feel pretty disempowered to actually do anything and it really restricts what communities are able-, and what action they're able to do to become more resilient. I mean, there's lots of projects we would like to undertake to implement our local resilience action plan but without policy change and



supportive infrastructure from the top, and resources, then it's very difficult to implement a lot of those actions.

<Files\Interviews\2019.06.04 Paul Laidlaw\_Transcript> - \$ 10 references coded [10.36% Coverage]

Reference 1 - 1.36% Coverage

Well, there's always the basic definition that we come across time and time again: the ability to plan, prepare, respond and recover from a variety of events. I think that is still an important definition. But when you bring that together with community development and you ask communities to identify what community resilience means, you get a variety of different answers, which is very interesting. Probably one of the most interesting answers that I've heard is 'community resilience can be defined as communities that know themselves'. And I think in that statement, that's quite powerful and can say quite a lot in terms of how they know their own community, how they network in their own community, they're making their own social capital connections. They define themselves from in there

Reference 2 - 0.29% Coverage

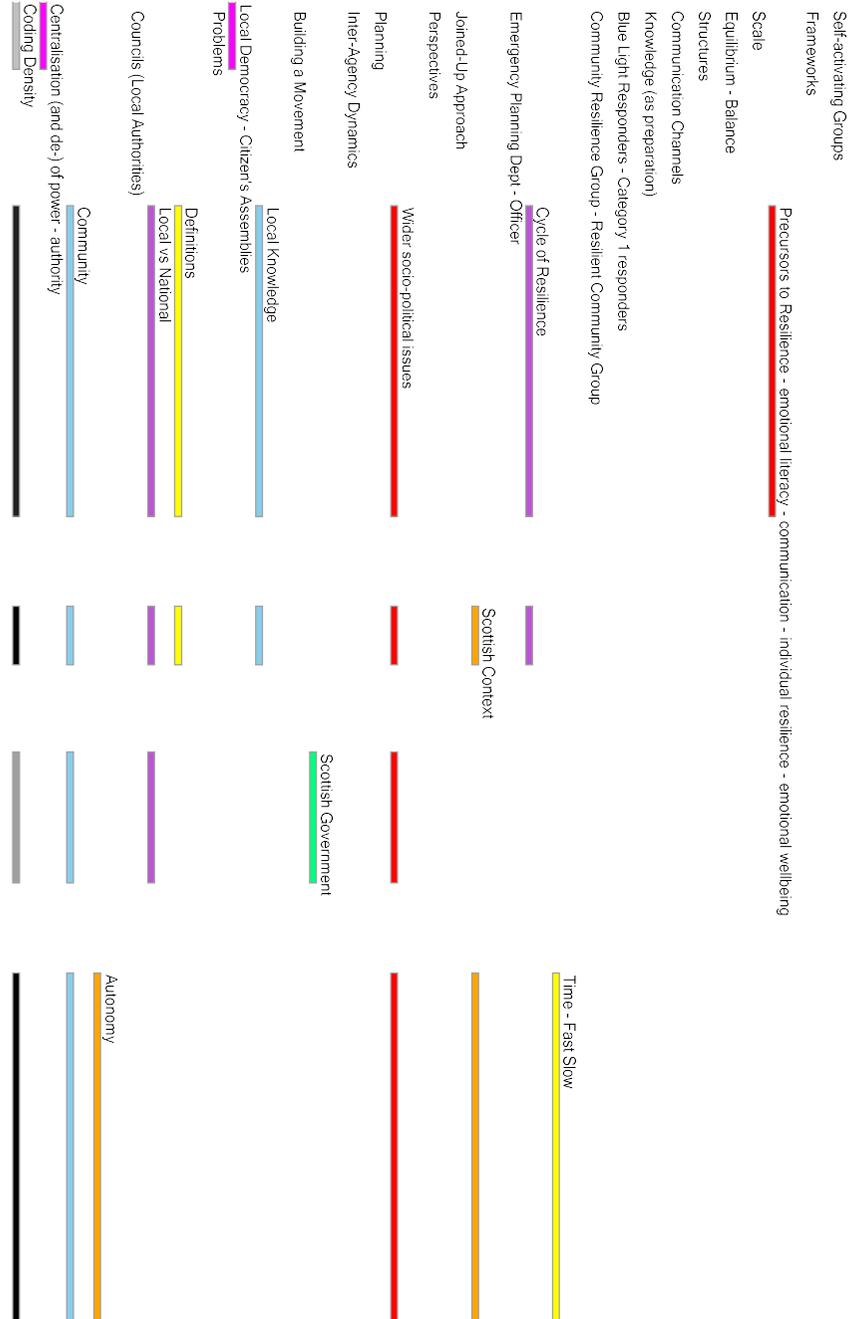
So although we've got our standard definition, we've got how communities identify themselves - and I think we need to learn from that in terms of how *they* identify it.

Reference 3 - 0.49% Coverage

And the standard approach, using Scottish Government guidance, says 'don't encourage communities to look at why this is happening', don't encourage communities - this is about thinking about the consequences - but communities will inevitably look at that and will grow at their own pace.

Reference 4 - 1.98% Coverage

So I think definitely, broadly, in Scotland, we need to start linking community resilience to other community development structures. Again, at the community's own pace. Whether that's the community planning partnerships, whether that's community development and the local community action plans that are in there - because there are resilient outcomes that are in there. But again, it's got to be at the community's pace, and sadly in our case - and in probably 90% of the cases where groups have started, probably higher than 90%, it comes after an event and after an incident. What we try and do as a charity, to try and introduce some sustainability to that, OK, you work with them for the first year to two years, because the incident is fresh in their memory, they want to focus on it, they want to prevent it, they



want to get solutions in there as well, but how do they start sustaining themselves beyond that? Do they want to start engaging schools? Do they want to do something that's outwith the emergency response so that there's sustainability, there's other learning involved in there? And that's an interesting avenue of direction as well.

Reference 5 - 0.97% Coverage

Who has agency within community resilience?

P. That's a very interesting question...a very interesting question. I've always thought of it as private concerns and public action. Our job, or my job, or any community development worker, is to turn those private concerns into public action. Now if you think of it as 'here's the individual, here's the agency of action, and here is the public action' ((miming?)) so in here we've probably got a number of agencies, a number of actors, who have a role to place in turning those private concerns into public action.

Reference 6 - 0.82% Coverage

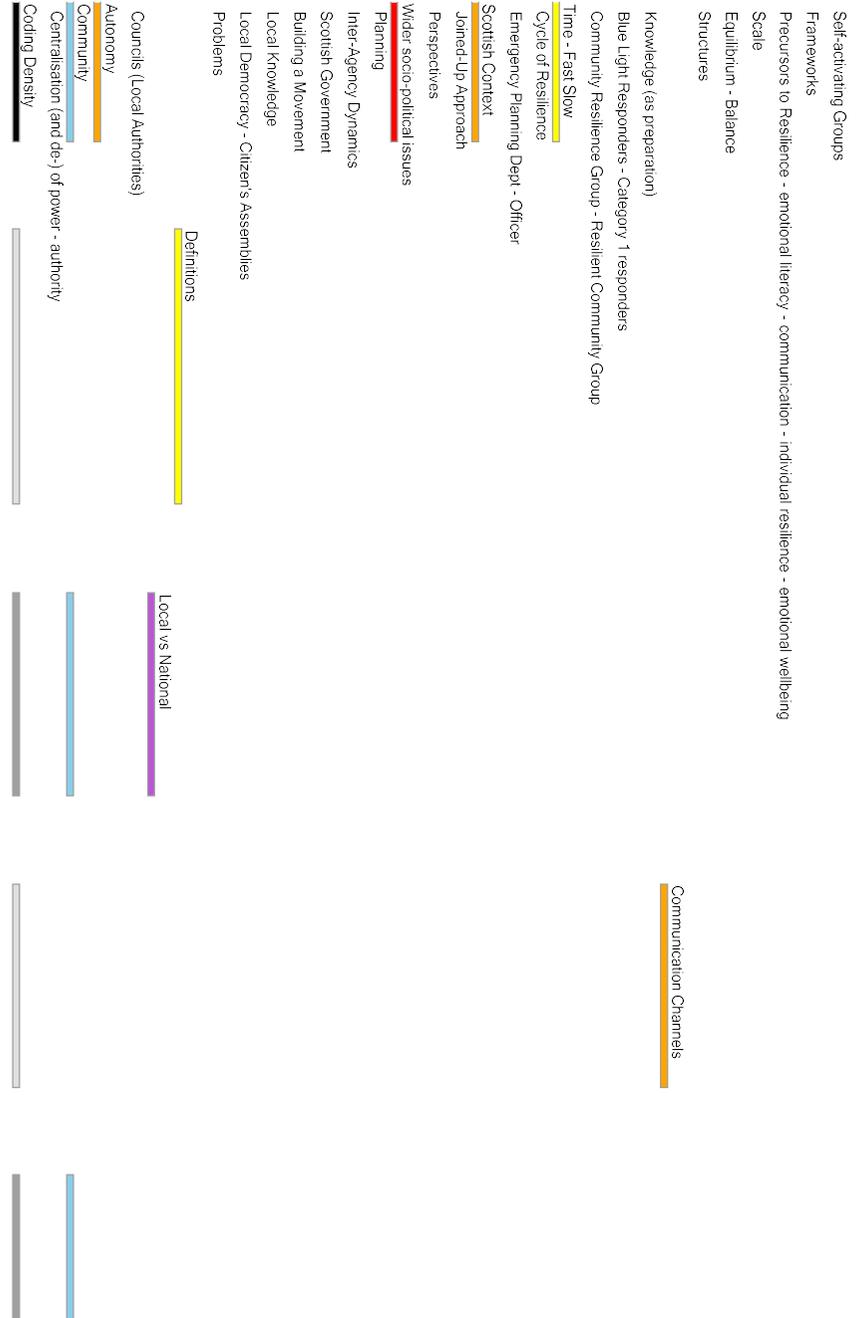
In my opinion, there are individual outcomes as well, some people say 'no, no, it's my house, my property, I'm only concerned about my house' but the greatest outcomes and the greatest value comes - and history teaches this - when communities work together, come together, define their problems, start trying to influence the solutions and put them forward. And that's where we get the public action, community development and we start to think about outcomes from there as well.

Reference 7 - 0.82% Coverage

Probably one of the first-, I mean one of the first things ( ) was us communicating better the benefits. And whether that's us, we've got five good practice case studies on our website, we're currently writing another three. We always involve communities in that process. We get them to tell us what the benefits are, we get them to write it and we help them to edit it and draft it so they're owning the process. So that some of that communication can become self-sustaining.

Reference 8 - 0.89% Coverage

As a big tenet of having flood risk aware resilient communities. We need to continue to build flood protection schemes, we need to have informed knowledge about empowered - the word again - community resilience groups that play their role in there as well, from there. So some of the results that came from that, what communities were saying was they identified



a number of challenges. They wanted more funding opportunities. They wanted more assistance from the council. They wanted to access more funding opportunities

Reference 9 - 1.24% Coverage

Yeah. And we've got examples of community groups in our case studies that are on our website, where they've specifically told us 'we've had near-misses, we've had near-flood events, if we hadn't been there as a community and acted as a community, the impact and damages...' well, they've actually said that they managed to avoid the impact and damages. They've done things that were unorthodox. They've done things that didn't have approval and that caused a bit of controversy. But from their perspective, the inaction, because of the paralysis of the emergency, they weren't able to make a decision so they just acted. And they took actions that were controversial but in their eyes avoided damage and stopped the flooding.

Reference 10 - 1.51% Coverage

Yeah you may have come across it, I've got a folder. I've not managed to engage in it as much as I would like to, because I got dragged into operational things from there. But coming back to the question about how we create a movement. I think that generally, it's got to be from the bottom-up. But that has to be backed up by government. Because if government is seen to give it enhanced significant, people will pay attention. Now we have our resilience strategy in Scotland that Ralph Throp and his team have put together. And it's only a guidance document but that tells us what they're going to do and how they're going to try and create that movement. I think in Scotland, compared to a lot of other countries - England for example - there's very different views of resilience. And I think we're actually further down the path than we think in terms of creating a movement.

