

Name: Developing Resilience

<Files\Interviews\2019.05.30 Ralph Throp Transcript> - \$ 4 references coded [4.91% Coverage]

Reference 1 - 0.65% Coverage

OK, so my job title is Head of Community Resilience Policy. So I work in the Reliance Division in the Scottish Government (). So I suppose I run a very small team which is tasked with improving the resilience of communities to civil contingencies and agencies.

Reference 2 - 0.92% Coverage

Do you have a role in relation to that - to the development of community resilience?

P. Yes. And it's summed up in this strategic framework document that you see. So I lead the team within Scottish Government that-, that's our responsibility. So we do that in a number of ways. Largely through intermediary organisation, largely through working with the responders.

Reference 3 - 0.63% Coverage

Well no, I'm pretty sure we can support it because we know from practical experience that when communities take measures to prepare for and be more resilient then the outcomes they get in emergencies are better. So yeah, I would say it can be developed.

Reference 4 - 2.71% Coverage

what sort of initiating factors could trigger a community to develop resilience?

P. So in my experience we've seen it through things going wrong. So communities that are likely to be cut off, frozen or whatever, blown up, are more likely to be thinking in terms of their own resilience 'if it's happened to you once, it could happen to you again' and that's often a catalyst for action. Their peers are doing it, that's another thing, we've seen in areas where a few community groups have been set up then others will tend to follow - it reaches a critical mass in terms of 'this is what people in neighbouring villages are doing so we should probably do the same thing'. And key individuals can be really important as well. Either somebody in a responder organisation that drives it or somebody in the community who-, we often get ex-firefighters, ex-police officers etc. who want to take it forward within their community. So there are lots of different things but I would say probably the main one is being affected by a-, you know, it's in reaction to something bad happening.



<Files\Interviews\2019.05.30 Serge Marti_Transcript> - § 7 references coded [5.68% Coverage]

Reference 1 - 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 2 - 0.25% Coverage

It's tricky because quite often resilience gets triggered by the extreme event! So it's too late in that sense, but good for the next time.

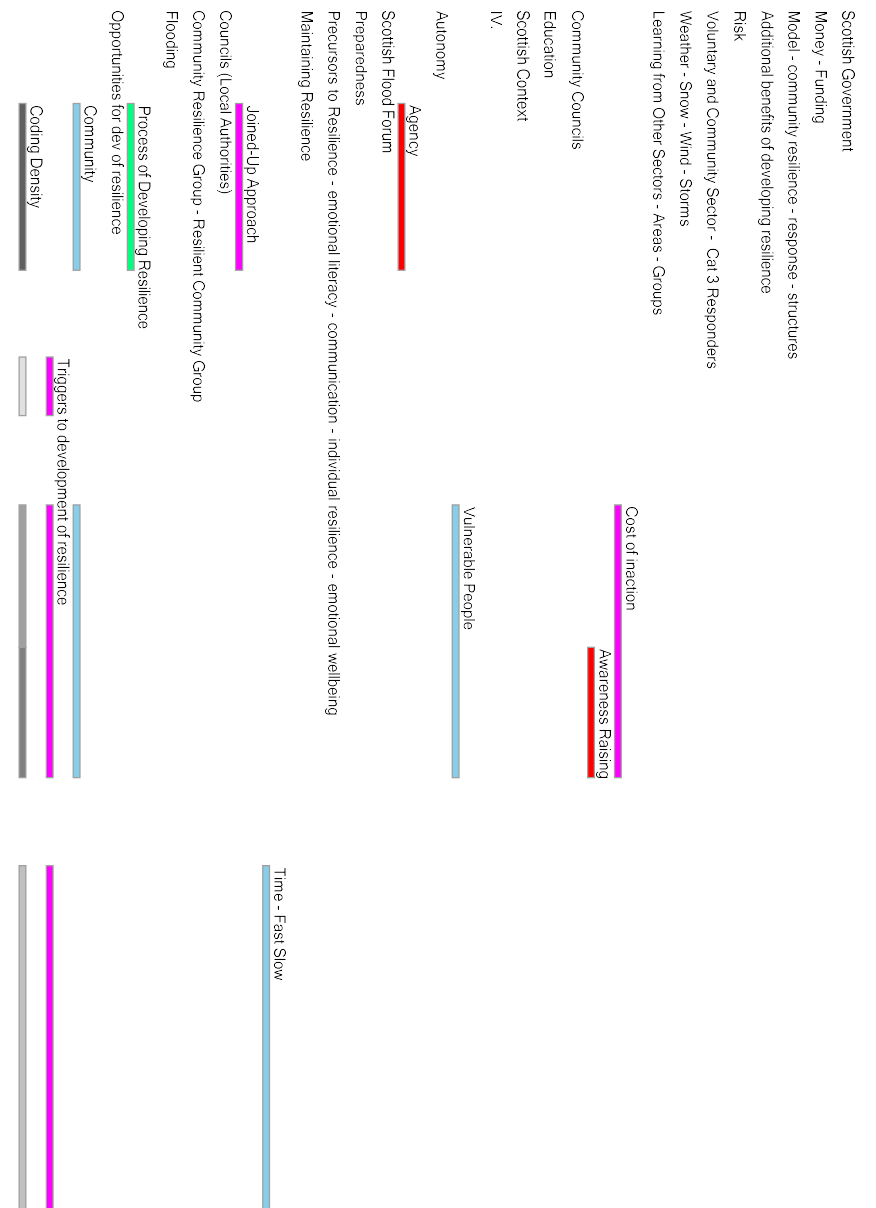
Reference 3 - 1.31% Coverage

So I think the other thing is, that by not having community resilience we don't have all of those other benefits that come from that. Which is again, the social networks, it's knowing your neighbours, it's being able to intervene at a time of need. You know, the kind of things that (were)-, the inability to...well, sorry that's stating the obvious 'not being resilient if you don't have resilience!' But the example was the Beast from the East. Where here, the shops were empty of fresh goods within two days, so it's like that is how low our resilience are. And yet at the same time it created new neighbourly bonds where people were looking after the elderly and going to their homes whereas they'd never done that before.

Reference 4 - 1.66% Coverage

And again, like one of the things I've long held a belief that I'm glad I was wrong on which is I felt that kind of approach was difficult here because our time in Scotland and Europe is so compartmentalised, we have so little leftover. So I've often felt like 'well we can't.... We're not able to do that community resilience thing or to build that easily because every moment of time has become, in essence, monetised so it's more difficult for us'. But again, the Extinction Rebellion thing has taught me otherwise which is that when people are really, really passionate about something and they see there's a real danger and they stand up to do something about it, suddenly they're giving thousands and thousands of hours, and time. It's quite extraordinary - tens of thousands of people giving their time and making that time. So it can happen. But it's about people being passionate enough about making that happen.

Reference 5 - 0.36% Coverage



Which then loops back to this thing about can we get people passionate about just the resilience part or should it be part of that broader agenda and would that be an easier way? My hunch is the latter.

Reference 6 - 0.48% Coverage

Yeah I mean I know that's not the only aspect of extreme events that you're covering. But in terms of the climate change, species extinction aspects, I think that can really resonate with people and part of that story, for those extreme events, is community resilience.

Reference 7 - 0.91% Coverage

And so if we manage to break through that kind of thing then we could see a lot of action taking place at a community level to deal with what we can deal with locally. And a lot of the work to improve that situation - whether it's by reducing our emissions, whether it's by reducing our impact on the environment, would also be helping us to organise in a similar way to build up our community resilience.

So the two seem to be very intricately bound together in that sense of the extreme events.

<Files\Interviews\2019.06.03 Alison MacLennan Transcript> - § 7 references coded [11.14% Coverage]

Reference 1 - 0.48% Coverage

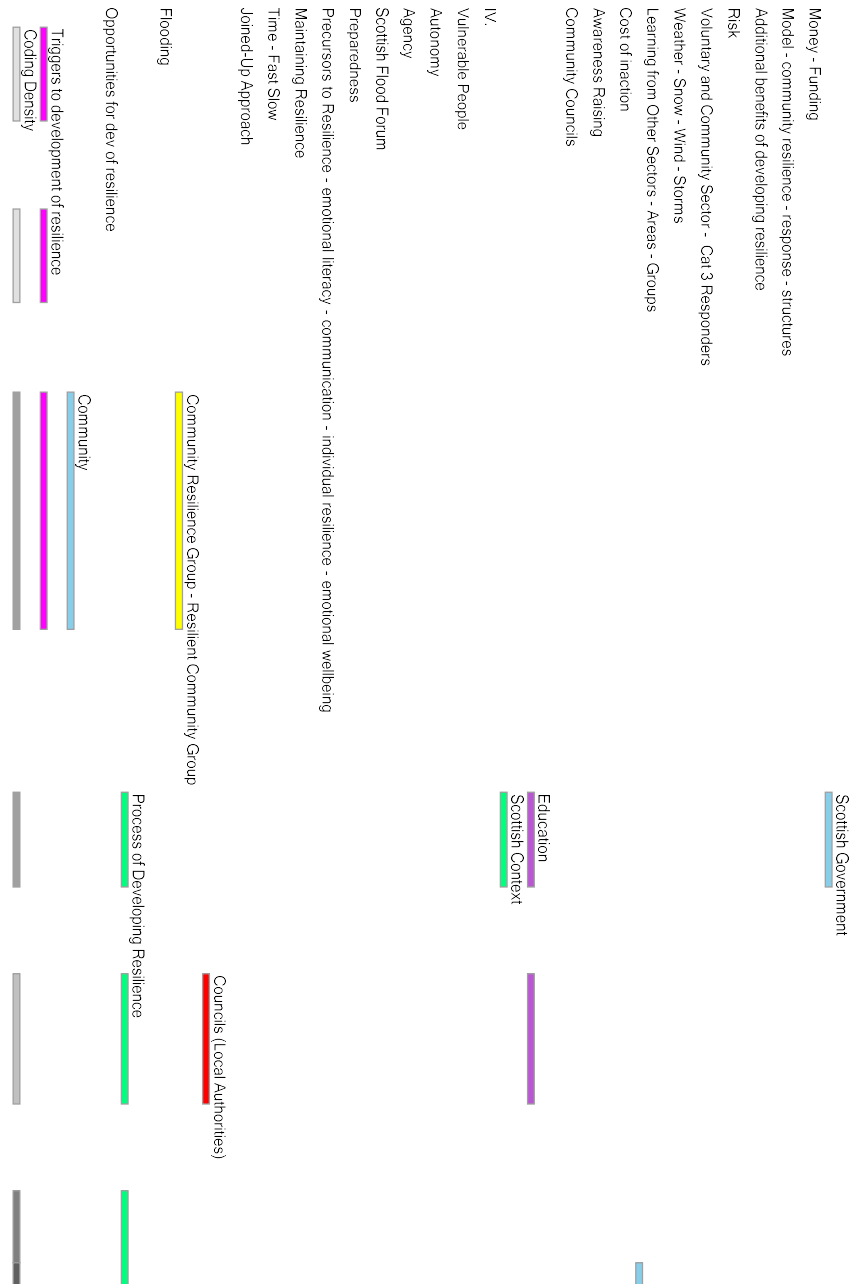
I'm National Development Officer for Resilient Individuals and Communities. And my role is to embed community resilience within the Curriculum for Excellence in schools across Scotland.

Reference 2 - 0.93% Coverage

my school in West Lothian is doing just general resilience but using the Edinburgh City Council building. ((phone signal drops out)). The school at Fallahill is using Edinburgh City Council resources, taking a whole-school approach to building resilience and using strategies for coping with different situations and the families are involved with that too.

Reference 3 - 0.53% Coverage

Well I think your key resource is the action plan that should really be based on that particular area and the types of-, or have recognition of the types of challenging situations that could arise there.



Reference 4 - 0.85% Coverage

I think it's more than likely an event that has maybe happened near to, or to, themselves. Especially I think on the Borders, they struggled to get people involved and then there was some severe weather and they thought 'ooh, wait a minute, this *is* happening to us' and that year a lot of community councils got themselves rallied.

Reference 5 - 1.37% Coverage

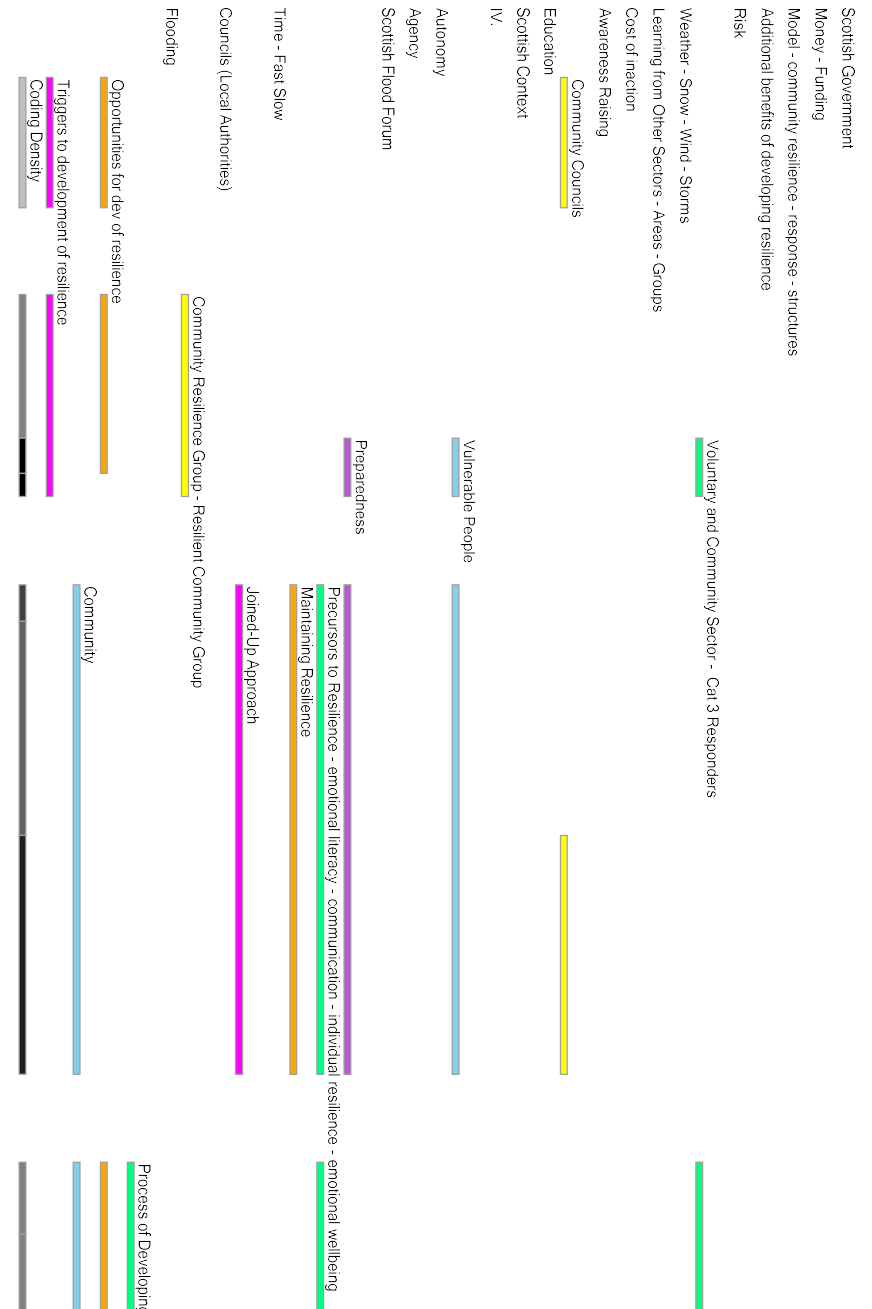
And I think the group on Arran, I think it was maybe 2015 when they had the severe snow and they were without power and the ferry wasn't able to get in and that's what got that group going. Because there were quite a few people who were isolated and cut off from everybody and needed food supplies and needed medical supplies. So, yeah, I think it is very often something severe that happens. But I think also there needs to be preparation for things that might not necessarily happen in your area but could impact a whole village.

Reference 6 - 3.16% Coverage

I think you do need to have some sort of purpose for keeping a community group going. And I think maybe part of that is, if they're thinking about the (solution/resourcing) that they're needing or being prepared, you know, how can they fundraise and maybe something could be working with the local school. And I'm thinking of the youngsters, perhaps thinking about the elderly in their community and perhaps they could have a () system or a (hand) that they decorate and a letter goes out to that old person that if they were feeling vulnerable for any reason they put that hand up in the window and they have people looking out for that and who can check. Now whether it's the faith community or a community council and then they contract home carers or whatever. Or someone that they know who is quite close to them to go in and check or whatever. I think that there are ways round it, that you maybe have mini projects ongoing to give them a purpose as well but whilst still having the over or umbrella...And that could be organising a fundraising for a community minibus or I know they have meals on wheels but can a faith group look to organise meals for another day or have a community cafe that brings people in or...

Reference 7 - 3.82% Coverage

I quite liked how the lassie from the Eden Project, she was talking about the Big Lunch, using that type of idea and I think that's maybe where your schools could come in. And again I'm going to go back to one of my family learning centres, they now have a group of parents - and it just came from them - who start off from the family learning centre either on



a Tuesday or a Wednesday morning and they have a walking group. And this walking group has grown, it's not just parents now, it's people from within the community, they're following a few of the paths but they're tidying up these paths as they go along. They bring along their hot chocolate and they have their cakes or their sandwiches or whatever! And they're out for a couple of hours in the morning and then they come back but they take a different route each time. You know the first time they might just take the path just to see what it's like or where it is and then the next time they might of out and clear a bit or tidy a bit! And that's just started from a group interested in walking. The nursery has welly boots that the parents can borrow, or waterproofs and then they can return them afterwards, if the parents can't afford that. But they're actively doing something in the community so I think it does need to sort of come from themselves but I think they also need a sense of identify as well. And for that group it's their walking group. But, as I say, they've started to clear some of the paths.

<Files\Interviews\2019.06.03 Kevin Sewell Transcript> - § 7 references coded [8.59% 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 - 0.94% Coverage

Carlops, in The Borders, a community council area - they've had their own plan for nearly 30 years.

IV. Is that because they're a flooding area?

P. Snow. They're up on the hills. So they're weather-related. They didn't come formally on board with Scottish Borders Council because they already had their own. The point is, communities can't, in an emergency, immediately form a resilience group - it doesn't work.

Reference 3 - 1.67% Coverage



No, it does it *after*. We had problems-, I'll go back to my Borders days, of going to community councils and them saying 'this is a great idea, thanks very much, but we'll not do it'. And then come an extreme weather event, like Storm Frank, or Storm Desmond - Desmond was Christmas 2015, Frank was January 2016, communities who had been badly affected by flooding, after that event, came to us and said 'OK, OK, we need a set up, can you help us form a group and set up a plan?' And Peebles is a really good example, 34 high value houses got flooded and the day afterwards a hundred volunteers turned up to help them empty their houses and a month later they came back to us and said 'can we have a hand setting up a resilient community group?'

Reference 4 - 0.94% Coverage

Absolutely. Absolutely. Now, you look all over the world - Canada, Germany, Italy, Japan - very formal, money is put into it and it works. Usually for earthquakes in places like Italy and Japan. Canada it's severe weather, but, it takes money to do that and resources and people's time to do that. Now in Scotland, the Scottish Government (has/asked) to set up but the Scottish Government had no money to put into it.

Reference 5 - 1.02% Coverage

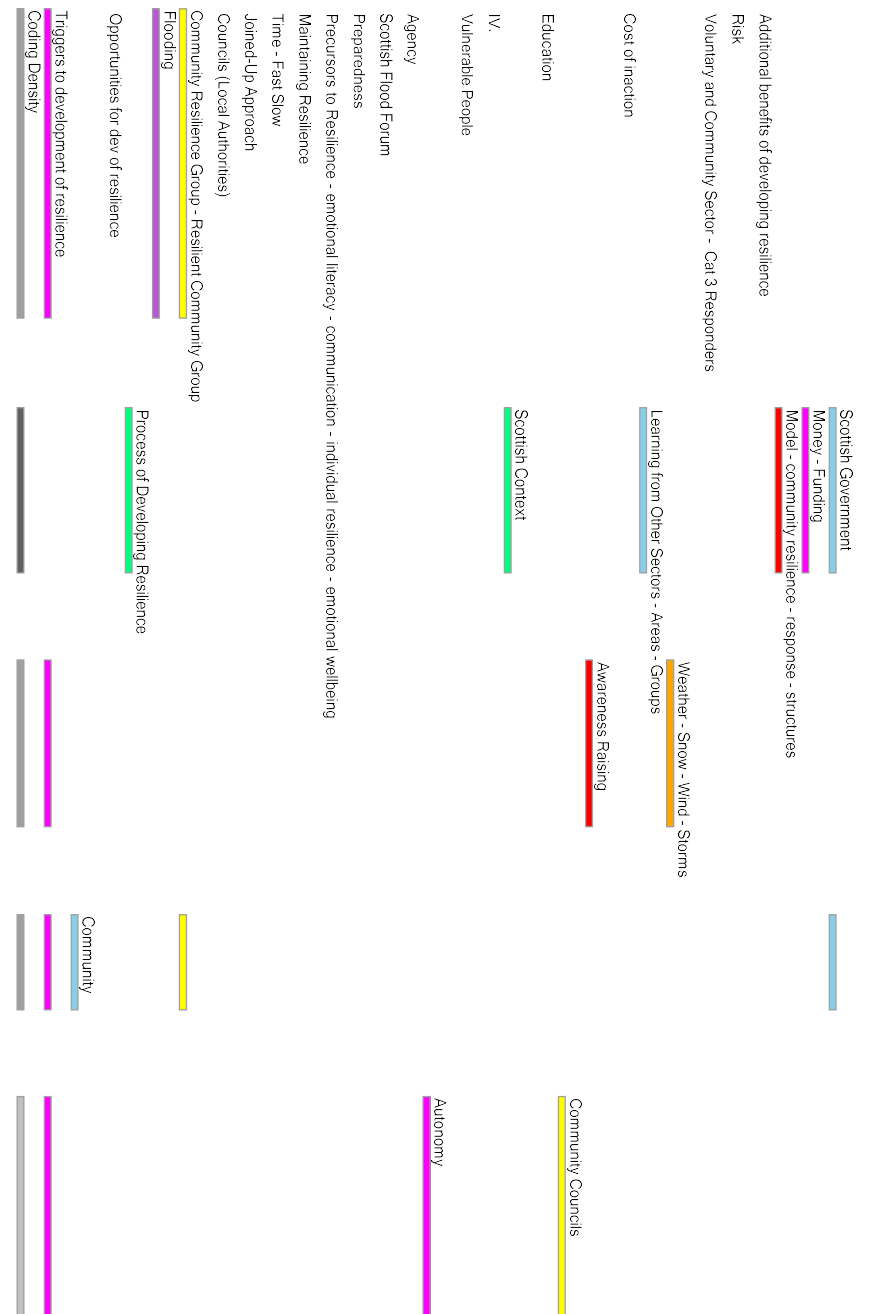
If you go south and as far east as you can go, just before you hit the border with England, up on the hills is Yetholm. And in 2010 they were cut off for ten weeks, the Chinooks had to take the food in and the water in. And they were the very first project, formal resilient community, that was set up, because they were so isolated and they had a real weather event on which to give credibility and support and focus everyone's eyes on that one place.

Reference 6 - 0.46% Coverage

That event triggered resilient communities in The Border, it triggered the Scottish Government as well because they had army resources taking food and things in! Why? Because the community couldn't cope.

Reference 7 - 2.12% Coverage

Yep. So that's the national emergency. So, when you get to things that are that scale, communities have to get together because big brother's not coming. The way we did it in The Borders and we do it here is, we sell it, in the sense, if there's an emergency and big brother can't get to you, like at Yetholm 'there's ten feet of snow, we can't get to you, what are you going to do?' That's how we put it across. Some people have said 'oh, this is the council not doing it's job' 'no, no, we can't get to you, what are you going to do?' So, once



they understand that, the community understands that, then it opens their eyes a wee bit to say 'OK, maybe we need to do something'. And again, that's hard for community councils to engage with 'well that's not really our job'. Which is why in The Borders we had to go down a different line and we actually had to approach people to say 'you're a retired policeman, you'd be really good at this'.

[<Files\Interviews\2019.06.03 Phillip Revell Transcript>](#) - 3 references coded [4.99% Coverage]

Reference 1 - 1.72% Coverage

Well, I think some of the extreme events we have experienced in the past certainly helped. Things like the storm I mentioned earlier which punched a hole in the harbour wall and caused flooding down at the shore. The winds which blew the roof off the primary school when it was newly opened and yes, torrential downpours which caused flash flooding in parts of town. Plus the soil erosion from the local farmland. Those sorts of events all help in getting people to think a bit more about the challenges we face and I think just recently the raised profile of climate change and what's now recognised as a climate emergency and issues around biodiversity and species loss and so on, which are now much more high profile than they were previously.

Reference 2 - 1.39% Coverage

It is at least starting to be in the news and starting to be addressed a bit more seriously by the mainstream media than it maybe has been in the past. And the Beast from the East was the other one that got people thinking and realising that actually the community bakery we've got on the high street was still able to keep on producing bread through the snow even though the supermarket shelves were empty. Things like that. So I think little things like that all help to get people thinking about how we can become more resilient as a community and better able to cope with whatever challenges we face.

Reference 3 - 1.89% Coverage

So there's projects like another one we're trying to get off the ground, a coworking hub where we're trying to acquire premises on the high street as a coworking centre, which is again, partly about bringing people together - people who are self employed and working in their spare bedroom at the moment or their kitchen or whatever and suffering social isolation. Just bringing them together and getting a bit of socialising going on but also potentially the very fact of them coming together then creating synergies and sparking new ideas and potentially incubating new businesses. So there's that and then we'd like to create local workspaces, workshops, of different sorts. So flexible, affordable, workspaces of



different sorts so people can actually start new enterprises relatively easily. Projects like that....yeah.

<Files\Interviews\2019.06.04 Paul Laidlaw_Transcript> - \$ 12 references coded [12.91% Coverage]

Reference 1 - 1.31% Coverage

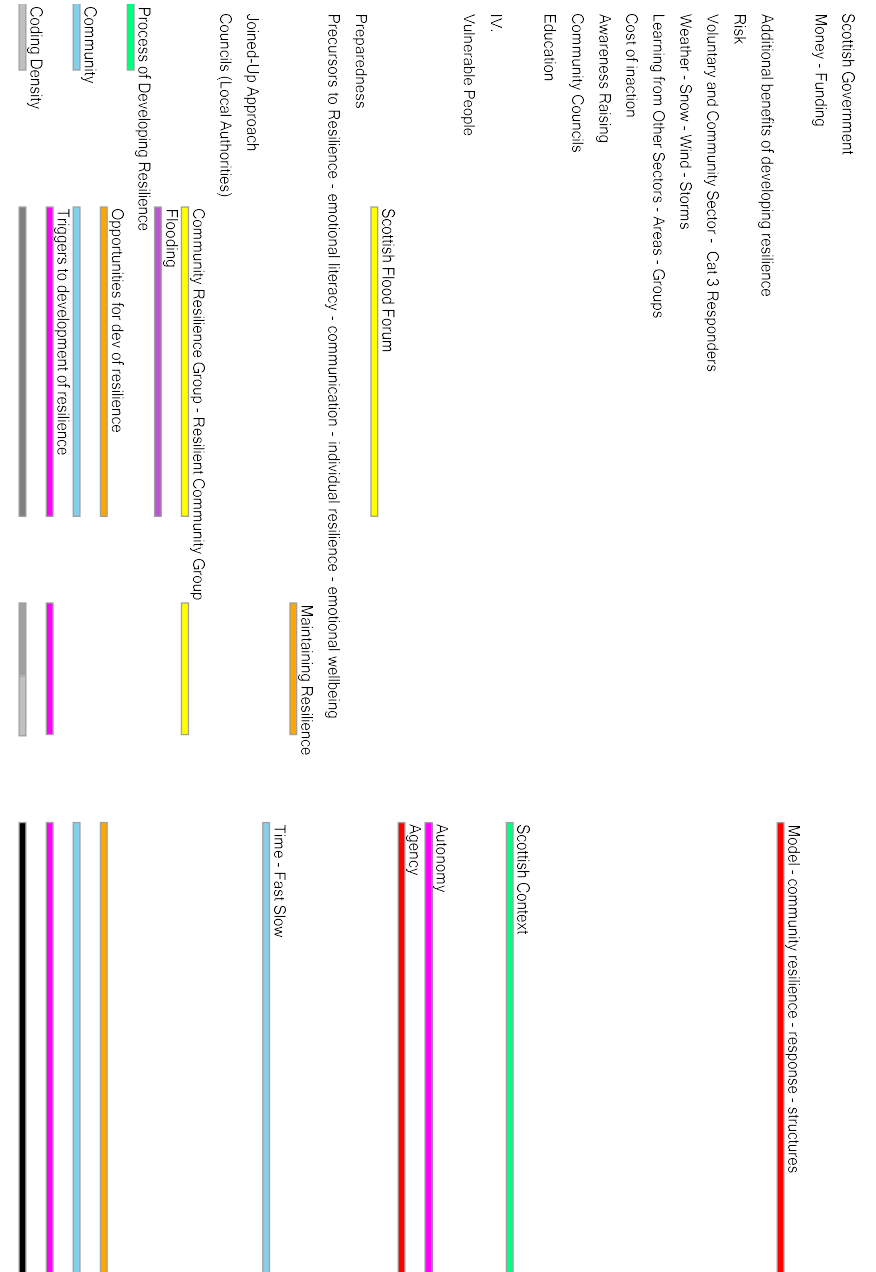
We will go and work with the community, if they have other risks. But they must have flooding as a risk. And that drives us as a charity. But I can give you a few examples. For example, one community just wanted to focus on flooding, they may choose to focus on wider community resilience at a later point. Another community I worked with wanted to do it all at the same time. So two different examples. They wanted to identify-, flooding was the number one risk but they also had weather, they also had a major distillery very near to them. So they went for a much broader community resilience approach. But other communities, flood risk communities as we call them, just want to focus on their flooding and may at a later point go into wider community resilience.

Reference 2 - 0.52% Coverage

And that's one of the big issues in terms of the (timing) of resilience, for me, it's the sustainability of groups, community resilience grounds that have been set up purely with an emergency response phase. Because, naturally, a lot of communities - some do and some don't - will want to grow beyond that.

Reference 3 - 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.



As different partners.... I think one of the main drivers from a flooding perspective is the flood risk management plans and SEPA. And identifying opportunities where communities are at risk, they're not going to meet the cost-benefit analysis for flood protection schemes and every community wants to be protected because prevention is always better than cure, but from a simple resource perspective we're just not physically going to be able to do that, in terms of the resources that have been allocated, in terms of what we're going to be able to deliver, from a flood protection perspective. And a flood protection scheme can take anything from inception to ten years before it bears () because some of them are complex engineering projects.

Reference 9 - 0.79% Coverage

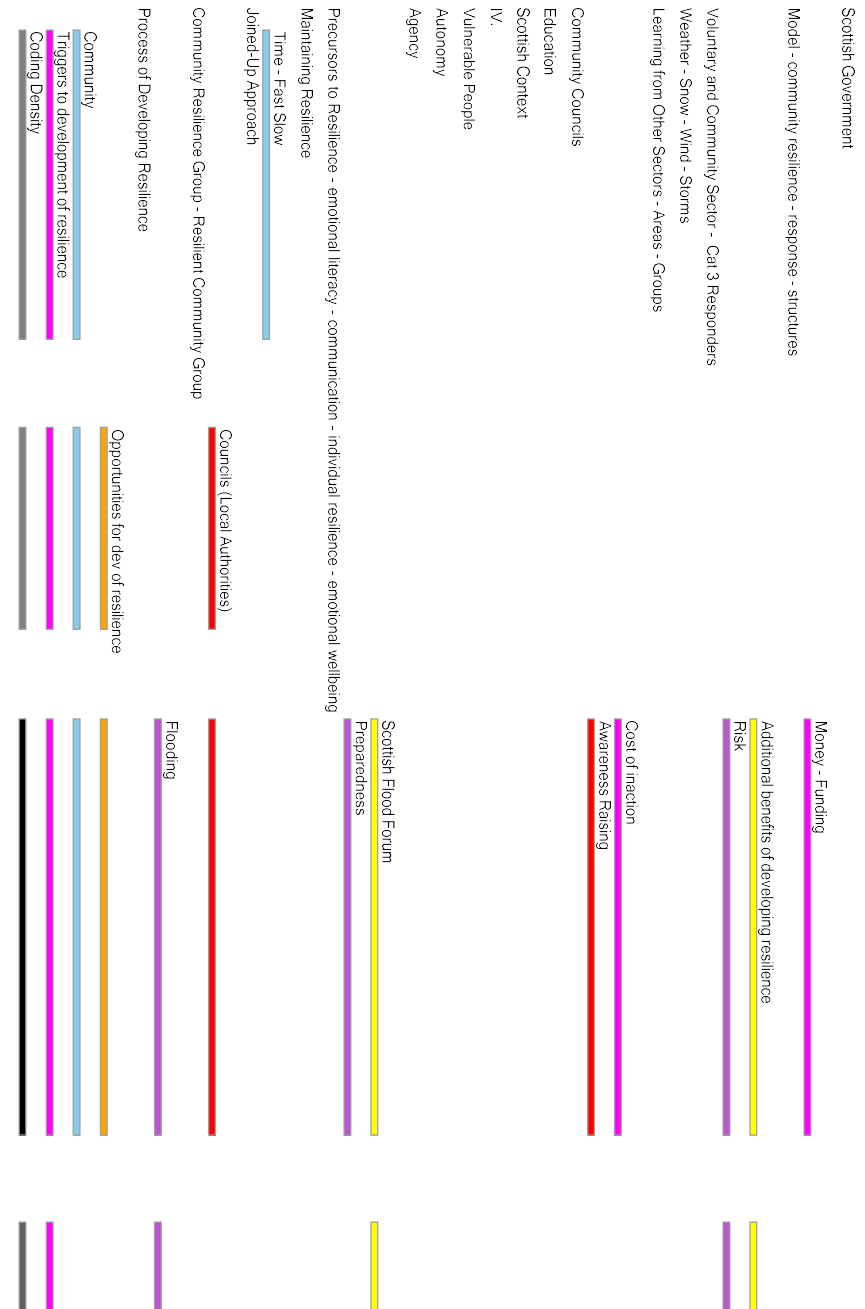
So I think there are a number of areas that energies can come from. I think number one is the communities themselves and if you stimulate that and you give them a prod, and then you see what comes back from there. There's any incidents or near-misses, that happen from in there, there's good energy and passion there. There's the passion, energy and commitment of schools. There's the SEPA, local authorities emergency planning offices and the charity sector.

Reference 10 - 1.81% Coverage

So we're doing some work with this local authority to try and stimulate community resilience, raise awareness in the community, in there. Now the risk is more prevalent at some times of the year when we've got neap spring high tides from in there. And it's a totally informal banking next to a major watercourse. Now if it was to go - and it was breached previously - the impact on that community is going to be huge but from a cost-benefit analysis perspective, as opposed to another bigger town flooding, it could be quite risky from there - obviously there's higher risks elsewhere, looking at it from a statistical perspective. But that's not going to mean anything to that community that are going to potentially be flooded and devastated. So part of our role is to raise awareness with them, do what they can, if they want to lobby the council that's entirely up to them. But we'll give them the facts and information, you know, 'this is what you're actually fighting against, here's what you can influence, here's what you can't influence' from there.

Reference 11 - 0.96% Coverage

Linked to that is obviously what we're doing as a charity is not only thinking about the risks but identifying what is the social value of flood risk aware resilient communities? And we've



Scottish Government
 Money - Funding
 Model - community resilience - response - structures
 Additional benefits of developing resilience
 Risk
 Voluntary and Community Sector - Cal 3 Responders
 Weather - Snow - Wind - Storms
 Learning from Other Sectors - Areas - Groups
 Cost of inaction
 Awareness Raising
 Community Councils
 Education
 Scottish Context
 IV.
 Vulnerable People
 Autonomy
 Agency
 Scottish Flood Forum
 Preparedness
 Precursors to Resilience - emotional literacy - communication - individual resilience - emotional wellbeing
 Maintaining Resilience
 Time - Fast Slow
 Joined-Up Approach
 Councils (Local Authorities)
 Community Resilience Group - Resilient Community Group
 Flooding
 Process of Developing Resilience
 Opportunities for dev of resilience
 Community
 Triggers to development of resilience
 Coding Density

done some early research from what communities are telling us about what that social value is. What direction we take on that - we're at a very early point in that journey, whether we want to ascribe a monetary value to that, whether we want to ascribe a social value outcome, we will make a decision as a charity. But I think it could be particularly powerful evidence.

Reference 12 - 0.57% Coverage

I used to work in the housing sector, there's about 600-700 tenants and residents groups, which are probably ripe for developing community resilience because predominantly they're in socially deprived areas and these are the areas where we feel they are at a higher priority because the impacts are potentially going to be more there.