

Scottish Resilient Communities Conference 2018

Scottish Fire and Rescue Service
Headquarters, Cambuslang

30 October 2018

Conference Debrief

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This report has been drafted by Kerry Jardine and Ralph Throp of the Scottish Government's Resilience Division, based on notes taken on the day, summary information provided by the speakers, and post-event feedback gathered from delegates. It can be also be viewed on Ready Scotland at:

www.readyscotland.org/my-community/

Slides from all the presentations along with the transcript can be downloaded from ScoRDS at:

www.scoRDS.gov.uk/course/view.php?id=92 Please note that you will have to login in to the site, or [create an account](#).





Introduction

"Resilience is everyone's business. It's not just about the emergency responders" **Andrew Slorance**

"We need to use collective intelligence; no single agency has a monopoly on the truth of a situation." **Ben Webster**

"If you want to change the system, you don't fight the existing reality, but build a new one", **Professor Ioan Fazey**

"We believe great ideas can come from anywhere." **Carrie Deacon**

This report summarises the presentations and workshops delivered on the day of the conference, and includes an overview of the feedback gathered from participants after the event.

This national conference continues to provide a space in which a wide range of resilience partners, including statutory responders, voluntary sector organisations, community groups and private companies can meet, discuss and share experience.

Building on previous conferences and learning from live incidents, this intensive event examined opportunities for cross-sector knowledge-sharing, consideration of priorities and shaping future work.

Almost 200 participants from a wide range of organisations were involved including: Community Resilience Groups, Community Planning Partnerships, Health and Social Care partnerships, Housing and Resident Associations, local authorities, responder organisations, and private sector partners.

Scottish and Southern Electricity Networks sponsored the conference this year. Thanks to their sponsorship we were able to provide travel bursaries for volunteers of up to £80. If you are a volunteer who attended you can apply for a travel bursary. Contact Elizabeth.Stewart@gov.scot to return your completed form (which was given out in the delegate packs) or to request a new form.

We also received sponsorship in kind from the Scottish Fire and Rescue Service who provided the conference venue free of charge, and without which we would be unable to host this scale of an event.

Exhibitors

As well as the main presentations and workshops which are described in more detail below, we also hosted 5 exhibitors at the conference. They were:



Chris and Sam from Scottish and Southern Electricity talked to lots of delegates about their [Priority Services Register](#) and the [Resilient Communities Fund](#) with some attendees thanking them for previous grants and others looking for advice to apply next year.



DI Eamonn Keane and Lynsae Tulloch, Chief operating Officer from [Scottish Business Resilience Centre](#) were promoting a range of measures on business resilience including cyber resilience which was explored in more detail in 2 afternoon workshops.



Paul Laidlaw from the [Scottish Flood Forum](#) (SFF) spoke to delegates about grassroots community resilience and ways they can reduce the impacts of flooding and be better prepared in the future with dedicated support from the SFF.



Civil Contingencies Officers Tracy Baird and Stevie Cairns spoke to delegates about the [Scottish Fire and Rescue Service Community Asset Register](#) – *a register of volunteers who own assets like boats and 4x4s, or have relevant skills, and are willing to mobilise to protect and support their communities* - with many delegates interested in learning more about how to join. Through this register, skilled volunteers can now be quickly identified and activated at times of significant emergency to enhance SFRS and multi-agency response. If you are interested in joining, or know someone who is, [please share this link](#).



Scottish Gas Networks were promoting [their locking valves for cookers](#) in homes of vulnerable people. These safety devices, fitted to existing gas cooker pipework, help customers retain their independence at home and provides reassurance to family, friends and carers.

Morning Presentations

The full transcript of the presentations and the slides are available on the ScoRDS website at: www.scoRDS.gov.uk/course/view.php?id=92 Please note that you will have to login in to the site, or [create an account](#).

Ralph Throp and **Andrew Slorance** from the Scottish Government's Resilience Division welcomed delegates and set the scene for the day. Ralph thanked the Scottish Fire and Rescue Service for use of their facilities, and the Scottish and Southern Electricity Networks who sponsored the conference this year. He also highlighted the SSEN Community Resilience Fund, which has given £194,000 to 36 projects so far this year and will be reopened for community groups in February or March 2019. (further details at: www.ssen.co.uk/Resiliencefund) Andrew then explained that the aim of the conference was to provide a space for delegates in the resilience community to share information and good practice and think about what we can collectively do to improve collaboration and co-production. He highlighted that a key learning point from many of the devastating UK incidents in recent years, including Grenfell Tower and terrorist attacks in Manchester and London, was the importance of taking a person centred approach, and went on to pay tribute to the vital role that communities played in the response and recovery of many incidents this year in particular the "*Beast from the East*" severe weather.



In closing, Andrew, highlighted the SG's key community resilience work streams including:

- The [Strategic Framework and Delivery plan](#) (pictured left. Link opens a PDF)
- The Ready Scotland website and campaign including [the community resilience resources and templates](#)
- Education Scotland's Alison MacLennan driving forward resilience in education
- The Voluntary Sector Resilience Partnership has set up a short life working group to establish the best way to use spontaneous resources, money or goods.
- Continued support the [Lifelines Scotland](#) project

Ben Webster, Head of International Emergency Response at British Red Cross presented "Navigating complex resilience problems - experience of responding to disasters around the world."

Ben started by giving some background to the complex family of organisations that make up the Red Cross – 191 national societies and the international committee of the Red Cross. He talked about the "*bounce back-ability*" of communities and that when looking at international responses they try to make sure that they don't undermine local capacity and aiming to strike a balance between support and long term capacity building. He introduced the audience to the Cynefin framework (pictured to the right, and more information available at: <http://cognitive-edge.com/videos/cynefin-framework-introduction>) as a helpful tool to guide thinking about the most appropriate ways to respond in different scenarios. In the context of this framework tool he shared some fascinating scenarios that Red Cross have been involved with over the year including refugee crises in Uganda and Bangladesh.



He also talked about his principles to strengthening resilience:

- **People** come first - recognise local capacity but build on that capacity and ensure that it's sustainable
- **Plan** – understanding diverse causes it complicated and we need joint assessments, actions and coordinated activities
- Work in **Partnership** – we need to use collective intelligence; no single agency has a monopoly on the truth of a situation.

Finally, he urged the audience to think how essential it is to build trust in each other. People need to know what you are doing, and what you are capable of, in order to build that empathy and trust.

Professor Ioan Fazey from the University of Dundee closed the first morning session by challenging our views of the necessity of change in *“Community resilience in a changing world – effectively joining up resilience.”* Ioan talked about the big changes coming to society, the implication of those changes and the importance of how we think about engaging with community resilience.



The first thing he noted is that change is coming and it's going to be really big. Whether it's climate change or obesity, the large mega trends, shifting global power, we are entering a massive period of change, and that changes everything. In the context of enhancing community resilience in the face of huge change you have to look at a wider frame than just emergency response which is just one part of the issue.

Ioan shared a couple of stories which highlighted working across different issues in an integrated way rather than a singular focus on crisis response:- partnership working in Bangladesh to build prototype floating homes in response to flooding *“if you want to change the system, you don't fight the existing reality, but build a*

new one”, and helping the Louisiana government and the governor's office to identify and address the challenges their coastal regions are facing. He said that community resilience is about asking questions and then set some question for delegates, asking: *“How can we do things better, what are the right things to do, what is the right context of a changing world”?* Delegates spoke amongst themselves on a range of key issues for community resilience. Those views shared included:

- Sharing more useful information with communities to allow them to be more involved in resilience
- Better local planning decisions being made in the face of environmental and climate change related risks
- Getting individuals to take more personal responsibility for their own resilience

In the second half of the morning's presentations we heard from **Inspector Darren Faulds** of Police Scotland who shared his experience and lessons from the “Beast from the East” severe weather earlier this year. At the time he was operational Inspector for trunk roads so was responsible for the Police Scotland operational response. Darren gave some background to the incident as it evolved and some of the major challenges facing responders: gridlocked M74, jack-knifed lorries, stranded passengers; staff management. He talked about leaving it too late to be adequately prepared for severe weather incidents and asked delegates when they start to make plans for the severe weather. He also talked through the categories of weather warnings, encouraged them to do more than take them as face value but to think about what they mean in terms of impacts and provability, (pictured to the right) and asked the audience what kind of actions they will take to keep staff/volunteers safe. He explained the Police Scotland have been looking at how to improve their state of readiness for severe weather and considering issues like staff, equipment and other resources to make sure it is completely fit for purpose. He summarised that the “big think” for Police Scotland was to ensure that they are learning from incidents and doing something about it.

What the weather warning colours mean

Yellow: Severe weather expected. Yellow means you should plan ahead thinking about possible travel delays, or the disruption of your day-to-day activities.

Amber: Be prepared for disruption. There is an increased likelihood of bad weather affecting you, which could potentially disrupt your plans and possibly cause travel delays, road and rail closures, interruption to power and the potential risk to life and property.

Red: Extreme weather is expected. Red means you should take action now to keep yourself and others safe from the impact of the weather. Widespread damage, travel and power disruption and risk to life is likely. You must avoid dangerous areas and follow the advice of the emergency services and local authorities.

 **POLICE SCOTLAND**

In closing the morning's presentations **Carrie Deacon**, Head of Social Action Innovation at Nesta Foundation, explained how Nesta is *“Supporting innovation in community resilience thinking and practice”* and she questioned and shared what works in this context. Carrie introduced Nesta and explained that they are an innovation organisation, backing new ideas around issue like changing demographics, employment challenges and big things around climate change. They try and help facilitate people to come up with new ideas, in a variety of ways - research, evidence, experiments, and believe great ideas can come from anywhere. She emphasised their commitment to *“people powered public services”* and how this approach creates better solutions, and said that we

need to have conversations about power and where it lies, “we believe there’s a flaw in the public services we have been designed. Whilst we have amazing public services, perhaps our organising principles are not enabling community responses.” Carrie explained that the

Six alternatives to traditional top down public service delivery

1	2	3	4	5	6
					
Radical Restructuring	Enhancing Capacity of Public Service with People Helping People	Government as Matchmaker	Peer-to-peer support networks	(Digital) Social Innovation	Open Data Innovation

Nesta approach to support a nuanced approach to community engagement. Carrie shared a spectrum of models of community engagement and alternatives to traditional ‘top down’ public service, from communities as passive recipients of services to taking the lead in setting priorities and delivery, and she challenged the audience to consider how different models would be appropriate in different circumstances.

Afternoon Workshops

1. Pandemic flu resilience: a role for communities. Chris Taylor, Scottish Government.

Chris has extensive experience across a range of portfolios within Scottish Government including health and social care, tourism and major events, national security and reform of public services. Working as a senior policy manager within the Health Resilience Unit since December 2017, Chris works closely with departments in Westminster, Cardiff and Belfast on improving the UK state of readiness in the event of a pandemic influenza outbreak.



Aim and summary: The session looked at the impact and consequences of pandemic flu, the highest scoring risk hazard to Scotland and the rest of the UK. The aim was to raise awareness of the significant impact a pandemic outbreak would have across all sectors over several months. After hearing a few eyebrow-raising statistics, delegates discussed how pandemic flu would affect them and their communities. As expected, there were questions relating to various parts of community life and a strong desire for government to do more to engage with key partners and communities to help develop local plans and solutions. A pandemic outbreak is likely to last 9-12 months and there will undoubtedly be less people available to do more and communities need to consider ways to overcome this.

Action for delegates: Make time to review whatever plan(s) you work from; challenge any assumptions and reliance on others, and test your thinking at every level.

More information: On Resilience Direct <https://collaborate.resilience.gov.uk/RDService/home/118738/Scottish-Risk-Assessment>

2. Working with deaf people: a person-centred approach to community resilience. Janis McDonald, Deaf Scotland, and Mo Bates, Scottish and Southern Electricity Networks

Aim and summary: The aim of this workshop was to raise awareness of the spectrum of deafness in Scotland and to get workshop attendees thinking about the challenges that people with hearing impairments can face, particularly in relation to community resilience. Janis explained that the exact number of people with some degree of deafness is unknown however there are around 12.5 thousand British Sign Language users in Scotland, around 4000 people who are deafblind and about 20% of the population are 'hard of hearing'. Mo then talked about what this means for resilience and urged the attendees to consider how to communicate with deaf and hard of hearing people in preparation of emergencies and in times of response, e.g. [Priority Services Register](#), having visual ways of communicating as well as making use of technology, and involving people from the deaf community in resilience planning processes

Action for delegates: Consider how you communicate with different groups within your communities, involve people from the deaf community in resilience planning and seek advice.

More information: [Hearing Access Protocols from Ideas for Ears and Disability Equality Scotland](#). The full transcript of this workshop is also available on the ScoRDS website at: www.scoRDS.gov.uk/course/view.php?id=92

3. Assessing the long term impacts of flooding on people and communities: learning from the experiences of the 2015/16 flooding in North-East Scotland. Dr Margaret Currie, James Hutton Institute and Kirsty MacRae, Scottish Flood Forum

Aim and summary: We have recently witnessed some of the worst flooding in living memory in Scotland. We know from previous research (Werritty et al) 2007 that the impacts on people's lives can be devastating and long term. It is essential that we understand these impacts better and consider what types of support and advice people and communities need at different stages of a long term recovery.

Descriptions of the impacts of previous flood events have been reported in other studies and these findings and research approaches should inform this project. However, there is a need to better understand the impacts of the 2015/16 flood events in light of Scotland's policy designed to enable sustainable flood risk management, and to support personal and community resilience. At the conference we presented some condensed findings from the first year of research as well as preliminary findings from the second year. We considered what the impacts had been on people in flooded communities and discussed the ways in which flood responses could impact their wellbeing.

Action for delegates: How can delegates think about the how their responses to an extreme event are affecting the longer-term recovery process in a community and as individuals? How could their practice be changed to help this?

More information: This is a 3 year project, but more in-depth findings are presented in our end of year 1 report which can be accessed at (https://www.crew.ac.uk/sites/www.crew.ac.uk/files/sites/default/files/publication/End%20of%20year%201%20summary%20report_FINAL.pdf)

The project co-leaders Dr Mags Currie from the James Hutton Institute and Dr Lorna Philip from University of Aberdeen are also happy to be contacted on Margaret.currie@hutton.ac.uk and l.philip@abdn.ac.uk

4. “Beast from the East”: Cross-sector working participatory debrief. Alan Simpson, West of Scotland RP.

Aim and summary: The workshop was organised to give cross sector partners the opportunity to discuss and share their experiences and lessons identified supporting resilience through the 'Beast from the East' weather disruption. Not surprisingly, many of the challenges for participants arose from the initial stages of the disruption with communications and partnership engagement to the fore. In turn though, once all settled into their response roles communications and partnership working moved to being an identified success of the period. Welcomingly also, all roundly recognised the high value that voluntary sector groups and communities bring to maintaining resilience. Moving forward though, all identified the need for clearer consistent communications and more engagement around planning, testing and exercising.

Action for delegates: If partners to engage more widely with continuity planning and exercising and all comms leads to strive to deliver clearer consistent messages.

More information: <https://www.readyscotland.org/are-you-ready/severe-weather/>

5. Reducing unintentional harm in Scotland: making our knowledge and our actions count. Gordon Paterson, Scottish Government.

Aim and summary: To raise awareness and consideration by delegates of the “unintentional harm” work of the Scottish Government and to identify examples of good practice within community resilience. The Building Safer Communities (BSC) programme is focussed on developing a co-ordinated and strategic approach to reducing unintentional harm and injury in Scotland. For a largely preventable issue, it is a sizable burden on the population and public services.

A Strategic Assessment of Unintentional Harm was published in April 2017 – the first time evidence from a range of data sources has been put together. A number of priority groups of those disproportionately affected by unintentional harm are identified within it (under 5s, over 65s and those living in areas of increased deprivation). BSC is leading on the development of an online hub, which will collate and share existing good and promising practice. This will be aimed at local level practitioners who work in communities developing and delivering unintentional harm initiatives. Part of this work involves undertaking a mapping exercise to establish the number and range of initiatives that exist throughout Scotland. This will be used to inform the process of identifying good and promising Practice Exemplars for the hub, which will be drafted and submitted to BSC for consideration.

Action for delegates: If you are involved in any unintentional harm initiatives or are aware of any good or promising practice please contact Hollie and Gordon (emails below).

More information: Interested in finding out more about or getting involved in any of this Unintentional Harm prevention work? Please get in touch with Hollie Gibson (hollie.gibson@gov.scot) or Gordon Paterson (gordon.paterson@gov.scot) and [see the BSC website for more information](#).

6. Cyber resilience masterclass. DI Eamonn Keane and ethical hacker Mikey, Scottish Business Resilience Centre.

Detective Inspector Eamonn Keane, one of Police Scotland’s foremost cyber security officers has joined the SBRC’s senior management team to work closely with the force to provide accessible advice, training and advice to organisations. Mikey, a graduate of the BSc Ethical Hacking degree at Abertay, delivers defensive cyber security training and awareness sessions.

Aim and summary: The aim of the Cyber Resilience Masterclass was to raise awareness of the risk and impact of cyber crime on organisations and individuals and for workshop participants to learn how to improve cyber resilience, promoting Cyber essentials and overall cyber awareness.

Action for delegates: Consider how reliant you and your organisation are on internet enabled technology, what happens if it goes wrong and what can be to improve cyber resilience. Find out more about the threats and the ways you can improve cyber resilience from the links below.



More information: Learn how to protect yourself, your data and your organisations for free from <https://www.cyberaware.gov.uk/> SCVO also has useful advice and support to help charities become more cyber resilient <https://scvo.org.uk/digital/evolution/cyber-resilience> and you can find out more about the SBRC's activities at <https://www.sbrcentre.co.uk/>

7. Partnership working with schools and communities: how good is our community resilience?

Alison MacLennan, Education Scotland

Aim and summary: The aim of the workshop was to introduce the concept of partnership working with schools within a community resilience context and to raise awareness of the types of self-evaluation tools that may be used to facilitate this.

The workshops were delivered using cooperative learning and meeting strategies to highlight the need for individual accountability, positive interdependency, group processing and face to face interaction; especially in a community team situation where the workers or volunteers meet for the first time in response to an incident. The team formation activity encouraged the attendees to consider how children might feel if circumstances change unexpectedly and how they may react/respond to an adverse or challenging situation.

The main activity (self-evaluation) included some of the quality indicators used to plan for, carry out and evaluate projects included in a "School Improvement Plan" based on the How Good is Our School (4th Edition) document, encouraging the participants to consider how their agency or company interacts with schools.

Action for delegates: Consider how your group or organisation interacts with schools on resilience matters in your area and seek support if there are opportunities to widen the school participation in resilience activities.

More information: Contact Alison MacLennan, Resilient Individuals and Communities Development Officer, Education Scotland, Tel 07734004067 email alison.maclennan@educationscotland.gsi.gov.uk



8. Tour of the SFRS training facilities with Kenny Stark



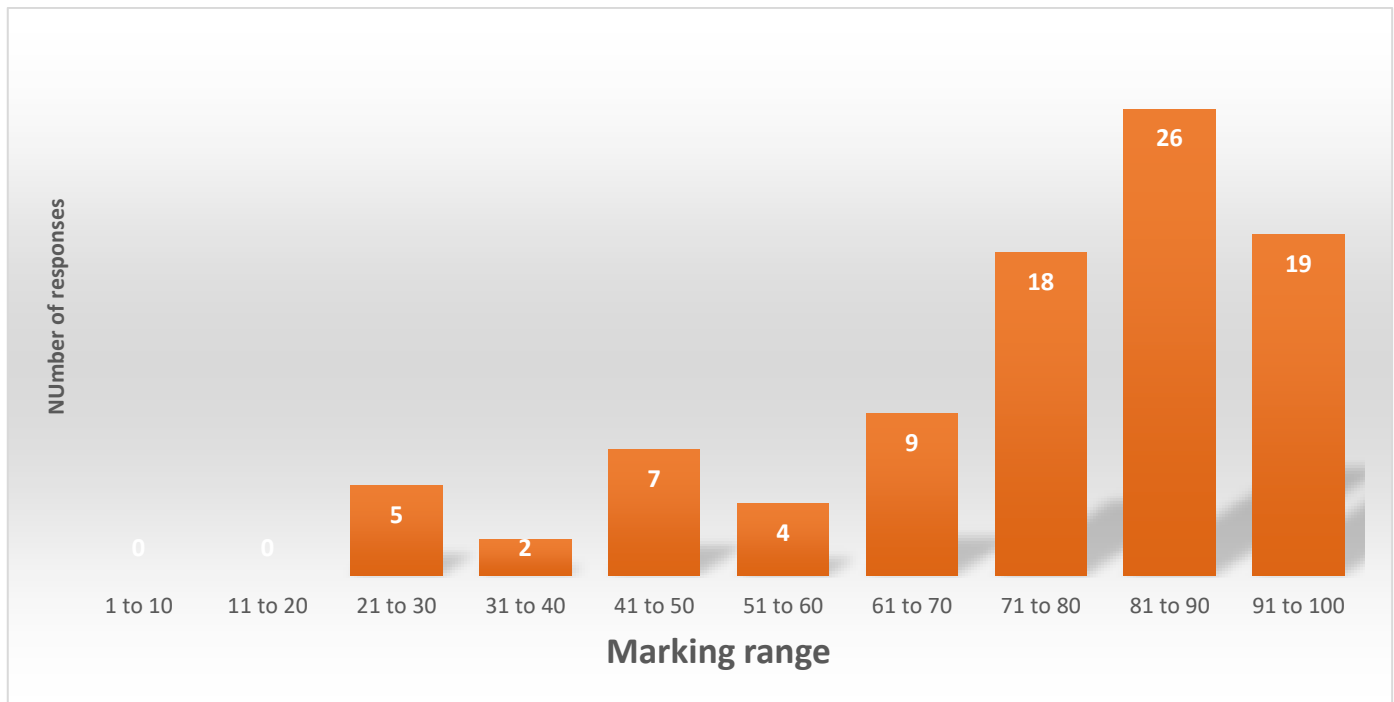
30 delegates were lucky enough to get a personal tour of the training centre and its facilities at the Cambuslang campus by Kenny Stark. The Scottish Fire and Rescue Service National Training Centre is a purpose-built training facility in Cambuslang, South Lanarkshire. Also known as the Uaill Training Centre, it has mock buildings and areas suitable for training to use specialist fire and rescue equipment. It opened in January 2013 and is operated by the Scottish Fire and Rescue Service

ANNEX A Summary of delegate feedback

A 'survey monkey' feedback questionnaire was emailed to all 200 registered delegates on Wednesday 31 October – we received 95 completed responses.

Question 1 - How useful was the Scottish Resilient Communities Conference 2018 (from 0 = not useful at all, to 100 = very useful)?

The average rating was **77/100** with 70% of the markings between 71 and 100.



Question 2 - What are you going to do as a result of attending this conference?

We have grouped the comments from respondents and the order below shows the number of answers which broadly relate to these groupings:

Using learning from the conference to review existing resilience plans and arrangements	27%
Strengthening links between the responder organisations and voluntary and community resilience bodies	17%
Feedback learning around community resilience back into organisation	16%
Follow up on networking and contacts made	16%
Consider how to communicate better with communities and individuals	6%
Explore cyber resilience in a personal or organisational context	5%

Some specific actions from delegates going forward include:

- *“Think more about how we embed long-term risks (climate change) into our thinking”*
- *“Feedback to staff in my organisation (education sector) and evaluate impact of what we are already doing and what our next steps need to be / should be.”*
- *“Think more about resilience issues and how deaf people are affected, can be included and work at various levels to support this system.”*
- *“Use what I have learnt to increase resilience within my organisation and work with the community to improve resilience. Especially about planning in advance.”*
- *“Think about the holistic aspects of resilience within the water industry in Scotland and how they should and could relate to policy around community engagement.”*

Question 3 - What aspects of the programme did you find most valuable?

Responses to this question were overwhelming positive. Most respondents praising the diversity and quality of both the morning presentations as well as the more interactive workshops in the afternoon. A large proportion of respondents also found the networking time to be the most valuable.

Question 4 –Is there anything that would have made the conference better for you?

Responses to this question are particularly valuable in planning any future events, and those we received were very constructive. However as with any survey which seeks personal opinions, there are inevitably contrasting views, i.e. some people want more practical examples and others want to explore strategic issues or research.

Suggestions for next year focussed on the following main areas:

Content and programme timing:

- The majority of respondents wanted more time to network and learn from each other’s experiences as well as practical examples and tools that community groups could take away.
- There were a few requests to have more academic representation and challenge of community resilience practice.
- Some people wanted shorter workshops so they could attend more than 2, others wanted more time in the workshops to explore the subjects at length.

Accessibility, location and date:

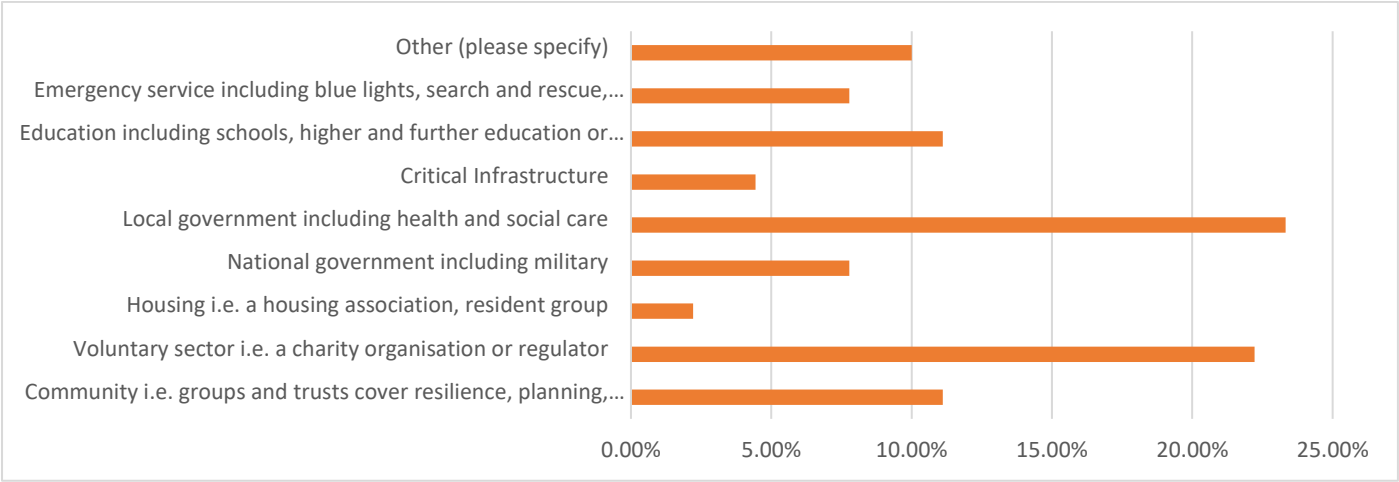
- Continued commitment to improving all delegates experience through communication support such as microphones, hearing loops and in particular the services of the note taker.
- Request from those who have further to travel that the central belt, to hold the conference earlier in the year so that they didn’t have to travel in the dark, and perhaps to extend the conference over 2 days to allow for a more diverse programme. A few respondents also noted that the venue wasn’t easily accessed by public transport.

A few more practical points:

- Contact information for delegates
- More information about the presentations and workshops
- A live feed so that questions can get submitted throughout the day and answered at a later stage
- Reflection time at the end of the conference
- Floor map of the venue

Question 5 – What type of organisation do you most closely represent?

We asked respondents to let us know which type of organisation they most closely represent in order to gauge representation.



ANNEX B Conference Format and Agenda

Scottish Resilient Communities Conference

30 October 2018

Agenda

Registration and refreshments will be available in the Atrium from 09:30

Morning Plenary – main auditorium

10:00-10:20	Welcome and Introduction.	Ralph Throp, Andrew Slorance, Resilience Division.
10:20-10:50	Keynote 1: Navigating complex resilience problems - experience of responding to disasters around the world.	Ben Webster, Head of International Emergency Response, British Red Cross.
10:50-11:20	Keynote 2: Community resilience in a changing world – effectively joining up resilience.	Professor Ioan Fazey, Centre for Ecology and Human Resilience, University of Dundee.

Tea and coffee – atrium

11:35-12:05	Learning from the “Beast from the East”.	Inspector Darren Faulds, Police Scotland and William Millar, Transport Scotland.
12:05-12:35	Supporting innovation in community resilience thinking and practice: what works?	Carrie Deacon, Head of Social Action Innovation, Nesta Foundation.

Lunch – atrium

Afternoon Workshops 13:30-15:25

Auditorium	Breakout rooms 3 to 7					Outside
Workshops 1 and 2 will run once only .	Workshops 3 to 7 and the tour of the facilities will run twice, at 13:30 and 14:30					
13:30 Workshop 1 Pandemic flu resilience: a role for communities. Chris Taylor, Scottish Government.	Workshop 3 Assessing the long term impacts of flooding on people and communities: learning from the experiences of the 2015/16 flooding in North-East Scotland. Dr Margaret Currie, James Hutton Institute and Kirsty MacRae, Scottish Flood Forum	Workshop 4 “Beast from the East”: Cross-sector working participatory debrief. Alan Simpson, West of Scotland RP.	Workshop 5 Reducing unintentional harm in Scotland: making our knowledge and our actions count. Gordon Paterson, Scottish Government.	Workshop 6 Cyber resilience masterclass. DI Eamonn Keane and team, Scottish Business Resilience Centre.	Workshop 7 Partnership working with schools and communities: how good is our community resilience? Alison MacLennan, Education Scotland.	Tour of SFRS training facilities.
14:30 Workshop 2 Working with deaf people: a person-centred approach to community resilience. Janis McDonald, Deaf Scotland, and Mo Bates, Scottish and Southern Electricity Networks.						