Community Resilience Stakeholder Consultation Outputs

Civil Contingencies Secretariat - Winter 2008/09

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Chapter 1

Introduction

The Civil Contingencies Secretariat has been consulting stakeholders nationally for the last four months. The purpose of the consultation period has been to test the concept of community resilience. Community resilience was defined in the National Security Strategy, published in March 2008 as,

> "Communities and individuals harness local resources and expertise to help themselves, in a way that complements the response of the emergency services. That kind of community resilience is already well organised in some parts of the UK, and we will consider what contribution we can make to support and extend it."

Methodology

This document was created from the outputs from three consultative workshops held in Bristol (December 2008), Manchester (January 2009) and London (February 2009). Nearly three hundred individuals attended the workshops, representing around two hundred organisations. These included individual members of the public as well as representatives from a wide range of groups including Parish and Town councils, Neighbourhood Watch groups, charities such as Disaster Action, the National Federation of Women's Institutes, as well as the emergency services, local authorities, utility companies and other government departments.

These two day workshops were made up of presentations and facilitated sessions. For the facilitated sessions, delegates were asked to debate a number of key issues relating to community resilience. The concepts tested are included in the results presented below.

The outputs are reported below as conveyed by delegates at the workshops and do not reflect the views of the Civil Contingencies Secretariat.

Chapter 2

Key priorities

Identified priorities for communities to build and promote community resilience:

- Ensure that communities have access to clear and concise information on how to plan and sustain community resilience activities.

- Ensure that individuals and organisations are aware of the range of risks their community faces.

- Ensure that there is a local and national champion to advocate and proactively motivate other members of the community.

Identified priorities for Government to support community resilience:

- Resources and guidance: provide clear and consistent messages to communities, empowering them with the knowledge and resources needed to get involved.

- Education: educate the public about the risks, include Community Resilience in the National Curriculum, and develop volunteer skills.

- Legislation: put Civil Contingencies Act duty on responders to promote and to enable and empower all communities who wish to take part in community resilience.

- Communication: be open and honest, lead and inspire with communications messages; provide a unified, proactive approach.

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Chapter 3

Communities and community resilience

Delegates were asked to identify the main priorities for communities and government in building community resilience.

What do we mean by community?

- In broad terms, a community is a group of people linked by a common bond.

- Each community group is self-selecting although they may be formed through both choice and circumstance.

- Individuals will be a member of several groups at any one time. The dynamics, longevity and role of these groups will depend entirely on the needs of its collective membership.

- In terms of emergency preparedness, this self-selecting community unit can be used as a vehicle for coordinating planning, response, recovery and providing support to its members.

The common bond that links community members can come from a number of sources including geography, common interest, and circumstance:

Geographical communities:

- Communities can be formed from any defined geographical area. This can range from street level, through to recognised administrative boundaries such as ward, parish, district, county, regional or even national.

- Geographical boundaries provide an easily definable area in which a community can exist and operate. This is particularly useful when preparing for the response to emergencies at the community level as it provides an arbitrary limit for the scope of the community activity.

- Other communities may be formed through proximity to a focal point such as a place of worship which may not use formal administrative boundaries to define their area of operation.

- Communities may also form along the geographical boundaries of an incident, for example within an area affected by flooding.

- Geographical boundaries may be a useful way of defining a community but emergencies may cross geographical boundaries and communities involved in resilience activities should prepare for this possibility.

Communities of common interest:

- Communities with no regard for geography can form around common interests. Hobbies, faith, voluntary work, employment, sports, politics, sexual orientation, gender, age and entertainment are just some of the thousands of shared interests which can link community groups together.

- Communities formed in this way have no regard for geographical boundary and can be spread across a wide area or be concentrated around a single focal point.

- These pre-existing networks of common interest are vital in terms of emergency preparedness as they provide opportunity for longer term support and recovery outside of the immediate area affected by an emergency.

- The common interests which form these groups may also include existing skills and resources which a community can use to its benefit when preparing for, responding to, and recovering from emergencies.

Communities of circumstance:

- Communities can also form as a result of circumstances outside of geography or common interest. Still self-selecting, these communities may be created as a result of immediate need. For example, a group of people from different geographical areas affected by an incident such as a train crash may come together to offer help and support to each other.

- These groups, although transient in nature, still have a role to play in responding to emergencies as individual members will inevitably have skills, resources and knowledge which will benefit the community as a whole.

Challenges to the concept of community:

- Despite the range of common bonds that can lead to the formation of communities, there will always be individuals who either don't engage with, or choose not to be part of, communities. These could include the homeless, transient groups such as tourists and migrant workers, those who are housebound and the isolated or lonely.

- Whilst in 'normal' circumstances it is not necessarily a problem if individuals in an area are not part of recognised communities, it is important that those community groups who choose to carry out community resilience activities take account of

those who are outside of the community structure but still within the geographical scope of their activities.

- Rural areas often provide easily definable community structures, based on parishes, villages etc. Urban areas can prove much more complex when defining community structures due to the diversity of communities that co-exist.

- There is always the risk that some community groups will be in conflict with others and this will inevitably have a detrimental effect on the effectiveness of community resilience activities.

- Members of communities may have different priorities for their community and expectations of who will provide assistance. Following an emergency, community members may have differing responses. This possibility can be reduced by communities taking ownership of their members' expectations before an incident occurs.

- Some individuals and organisations within communities may have priorities and interests which conflict with the aims of those involved in community resilience. These could include drug users, those involved in gangs etc. Community resilience practitioners should take account of these groups in their planning.

What is community resilience?

Delegates were asked to discuss what defined a community and what types of communities they were aware of. Following on from this, delegates identified what community resilience meant to them and cited examples of community resilience they had heard of.

- Community resilience can be described as the 'adaptive capacity' of a community.

- Community resilience can also be described as 'the extent to which a community is able to survive and sustain when faced with a disruptive challenge.'

- There is no single definition of community resilience – communities must decide for themselves what community resilience means for them.

Features of a resilient community:

- Communities involved in resilience activities may have a number of common features:
  o A sense of ownership – the ability to take control of the consequences of an incident and its impact on a community.

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- Flexibility and scaleability – the ability to react to any incidents with planning based on an all hazards approach.
- Community leadership – understanding roles and responsibilities and being able to communicate effectively to the whole community.
- Awareness – of the impact of risks and hazards and how that translates locally to the community.
- Reciprocal relationships – links with local authorities, other communities and responder organisations.
- Sustainability – community resilience plans may look at longer term sustainability issues such as supply of food, water, utilities etc outside of emergency preparedness.

Examples of community resilience:

- In some areas of the UK, community resilience is a well established concept and there are numerous examples of existing activity which can be segmented into the following themes:

  - Community organised – a community will pro-actively come together to prepare their response to an emergency. An example of this may be a parish council creating an emergency plan for its community, or an urban estate forming a group of flood wardens.

  - Reactive – when faced with a disruptive event, a community will carry out activities to meet the immediate needs of that area. For example, members of a community using their local knowledge to assist the emergency services locate individuals in need of rescue.

  - Local authority sponsored – a group of volunteers may form under the guidance and direction of the local authority to assist their community to deal with an emergency.

  - Local / national voluntary sector sponsored – a huge range of third sector organisations already engage in emergency preparedness activities and will support communities across the UK when faced with a disruptive challenge. These groups may be on a national scale or may be only be active in a particular area.

  - Wider cohesion – communities and organisations involved in activity may have a primary focus that includes long term environmental/sustainability issues or community cohesion/education which are expanded to include community resilience.

  - International – community resilience activities are not limited to the UK and there are numerous examples of resilience in communities overseas. In the

USA, for example, many communities at risk of hurricanes or earthquakes will have locally focussed arrangements complementing the work of the emergency services.

- o Personal resilience – individuals, households and family units preparing their own resilience plans including grab bags, family plans, food/water stores etc.

- These distinct themes all share the same values in that self-selecting communities should work together to help themselves in an emergency, reducing the burden on the emergency services and other responder organisations.

Challenges to the concept of community resilience:

- There may be a perception that the Government does not have the money or resources to meet its statutory obligations with regard to emergency preparedness. This could lead to resentment as opposed to engagement from individuals and communities.

- There is no agreed language or set of definitions concerning community resilience. This may be confusing or act as a disincentive for community groups who may wish to get involved.

- There may be communities who have no interest in participating in community resilience. The Government and responder organisations must ensure that they enable rather than compel communities to get involved, and empower those that do not have the existing mechanisms to get people involved to develop them if required.

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Chapter 4

Motivations and barriers

What motivates people to get involved in community resilience activity?

Delegates were asked to identify motivating factors for participants in community resilience, how those people can maintain ongoing commitment and the barriers they may face:

- Understanding the motivation behind participation in community resilience is key to ensuring that;

  - Existing activities can be encouraged to develop further,

  - Community groups initiating new activities can understand how to engage their communities.

An individual's motivation to take part in community resilience may originate from more than one source including;

  - Personal/family motivations
  - Knowledge/skills
  - Community motivations
  - External motivations

Personal/family motivation:

- Self preservation, that is, protecting the safety of oneself and one's family, is a powerful motivator for many individuals involved in community resilience.

- Involvement in community resilience can also give a sense of control and ownership over an emergency, which in turn can help individuals recover from the impact of an emergency.

- Community resilience can be perceived as a way of doing something out of the ordinary, a chance to break with normal routine, meet new people and experience the fellowship that results from working towards a common goal.

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- Participation in community resilience may also result from a sense of altruism; a desire to help those around us and give something back to the community in which we live.

- A further motivation may be the possibility of receiving reward or status, a sense of 'glamour' from being involved with the work of the emergency services.

Use of existing and development of further knowledge or skills:

- Members of the community may be motivated to use their local knowledge and experience to serve their community.

- Community members may have an existing skill or hobby which they are able to apply to emergency preparedness. These could be specialist or professional skills such as first aid, using chainsaws or advanced driving techniques. These could also be everyday skills that people use such as organising family arrangements or childcare.

- Communities that understand and are aware of the risks they face may be motivated to take part in community resilience activities. This knowledge will also be key in contributing to any risk assessment the community undertakes.

Community motivations:

- A community group may be motivated to take part in community resilience activity as a result of having a common goal to work towards to benefit their community.

- Increasing community cohesion may in turn improve the resilience of the community.

- A community's memory of the impact of incidents may provide long term motivation to engage in community resilience.

- Community resilience activity does not need to involve the whole community but should be communicated to the whole community. Government should enable individuals and organisations involved in community resilience to engage in dialogue with the wider community.

External motivators:

- The ongoing threat of an emergency affecting a community or an individual may be a motivating factor, such as the perceived risk of terrorism in urban areas.

- Clear and concise communication from Government and the media as to what community groups can do to enhance community resilience can encourage

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participation, particularly amongst groups who previously felt they did not know where to start.

- A loss of faith in the ability of the 'authorities' to respond adequately to an emergency may create a sense of need to become involved in resilience activity. This may, however, have a negative impact, as communities could be discouraged from engaging with responder organisations as a result of this.

What keeps people involved in community resilience?

- Maintaining the ongoing commitment of individuals and organisations involved in community resilience is vital to ensuring that community resilience activities are kept active and effective.

- The factors which maintain interest are as diverse as those which initially motivate participation. These could include;

  - Personal factors,
  - Regular training,
  - Achievements,
  - Information/communication,
  - External factors.

Personal factors:

- The length of individual commitment will depend largely on personal circumstances. If time, family commitments, and financial resources suit the role being asked of individuals, they are more likely to commit in the long term.

- Some participants in community resilience activities may already be involved in other voluntary activities and could be motivated by an overall desire to help others.

- A sense of ownership, of both the role of the individual and of the risks faced by the community can also act as a motivator for ongoing commitment.

Regular training:

- The continual development of individual skills through a programme of regular training will not only improve the effectiveness of community resilience activity, but also keep participants engaged in the absence of major incidents.

- Regular training, particularly towards accreditation, will also encourage ongoing commitment as the skills may be beneficial in both family and work life – for example, first aid.

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- Part of a training programme may involve working with the local responder community and the opportunity to take part in activities with this community may also act as an incentive to ongoing commitment.

Achievements:

- Demonstrable progress can be a useful tool in maintaining commitment to community resilience activities. For example, the successful lobbying for funds for equipment or the completion of a successful training programme.

- The ability to demonstrate the effectiveness of community resilience arrangements, usually as a result of an incident, will also encourage ongoing participation and increase a sense of community unity.

Information/communication:

- Regular communication to participants is key to maintaining commitment. This could be an email, phone call or newsletter relaying the latest news or event.

- A two-way dialogue with the responder community is also important in keeping communities engaged as it enables them to work in concert with the emergency services.

- Ensuring that issues around community resilience are included in other activities may also maintain community interest – for example, regularly reviewing a community plan as part of a community forum agenda.

- Community leaders can use their visibility and enthusiasm to act as advocates for community resilience. This may encourage those involved in community resilience to sustain their interest.

External:

- Local, regional and national PR campaigns will encourage ongoing participation, particularly if these receive positive media support. Such campaigns may benefit from the endorsement of a celebrity or Government minister.

- Using the networks and communication channels of existing voluntary sector organisations may enable volunteers to engage in community resilience work over a longer time period.

- Individuals who do not wish to engage in community resilience in a prescribed way should also be encouraged.

- Government should ensure it enables access to resources and support for community resilience activities. This will also act as a factor encouraging ongoing commitment.

What kind of reward and recognition should people involved in community resilience receive?

- Reward and recognition can also act as a way of motivating individuals and organisations to participate in community resilience activities. In some cases, however, overt reward and recognition may have the effect of discouraging those who wish to participate without being singled out for praise and reward.

- Reward and recognition could come from a variety of sources:

  o National rewards: recognition at this level could take advantage of a range of pre-existing schemes such as formal Honours and Appointments or 'Pride of Britain' style, publicly nominated schemes. Many larger voluntary sector organisations incorporate national reward schemes into their work, such as the Scout Association's badge scheme.

  o Local/Regional rewards: recognition at this level could be based around public endorsement such as the BBC's 'Hall of Heroes' scheme, used after the Gloucestershire flooding of 2007. Similarly, local responder organisations could recognise or endorse the efforts of communities involved in resilience activities.

  o Community rewards: communities could build reward and recognition into their community resilience activities by organising social events to celebrate achievements, or create locally focussed awards which could involve recognition from local dignitaries (mayors, elected members etc.)

  o Personal rewards: some individuals could feel rewarded by the fact that they have been involved in helping their community become more resilient. Similarly, a defined programme of skills development may be sufficient to maintain the motivations of some individuals.

Barriers to engagement in community resilience:

- The barriers which prevent engagement in community resilience activities are as numerous as the factors which motivate participants. It is vital that any organisation promoting community resilience helps individuals and organisations overcome these barriers.

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Government/statutory authorities:

- Changes in government, national policy and other government led initiatives are perceived as a barrier to community resilience activity. Conflicting politics and priorities of elected members may impact upon community resilience efforts.

- Government should minimise the use of jargon and explain acronyms and technical terminology in the guidance it produces as this could be a barrier to community resilience efforts. All community resilience guidance produced by the government should be accessible in a wide range of formats and should be approved by the Plain English Campaign.

- Responder organisations that are unaware of planned community resilience activities may be less able to accommodate community resilience work during their response and recovery to an incident, which in turn may act as a barrier for those involved.

Lack of information:

- A lack of information about where to start could be a fundamental barrier for communities who wish to engage in community resilience activities.

- Perceptions of risk amongst individuals may vary in different communities. The perceived risks may differ from the assessed likelihood and impact (i.e. the fear of a terrorist attack could be perceived as more of a risk than pandemic flu, which is, in fact, more likely according to the National Risk Register.) Government should consider how to build upon existing risk communications with the public in order to bridge this gap.

- Health and safety, fear of litigation and inadequate insurance are often cited as barriers preventing community resilience activity. It is important therefore, that organisations promoting community resilience provide clear information on what communities can do safely and within the law.

Communities:

- Communities with differing priorities may conflict with one another when engaging in community resilience activity.

- Some individuals may have had a previous, unsuccessful experience to build community cohesion; this may act as a barrier preventing further efforts in community resilience activity.

Lack of resources:

- The lack of time, funding, appropriate skills and training could act as a significant barrier to those wishing to build resilience in their community.

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Personal barriers:

- Individuals may lack the confidence to get involved in community resilience.

- Communities may feel that the risks being communicated are not relevant to them.

- Apathy, a reliance on others and differing perceptions of responsibility to provide for a community may prevent individuals getting involved in community resilience.

Chapter 5

Community resilience planning

Delegates were asked to explore how a community might plan and deliver community resilience activity, focussing mainly on the actions they could deliver, partnerships they could form and resources they might need to support them.

What do communities need to go about their lives as normal?

- Communities planning resilience activities should assess what they might need to go about their lives as normal and how to ensure that this continues as far as possible in an emergency.

- Communities can identify the resources, information and support they might need to go on as normal:

    o Physical resources: access to food, water, utilities, medical treatment, transportation, sanitation, clothing, schools, employment.

    o Information/guidance: information sharing, media outputs and communications channels.

    o Support: an active voluntary sector, law and order, and pastoral support services.

Who in the community may need help in an emergency?

- Communities are well placed to identify those who are vulnerable in a crisis. This could include those with disabilities, the long-term ill, elderly, housebound and residents receiving support (meals on wheels, children's services etc.)

- The traditional image of vulnerability does not necessarily cover all of the groups who may need assistance from the community in an emergency. A much wider range of individuals and community groups may be in need of help:

    o Those who are 'vulnerable' for a short period of time: pregnant women, newborn babies, those directly affected by an emergency,

- The transient population: tourists, day workers, evacuees, migrant workers, the homeless.

- Community services that may need support: GP practices, schools, local businesses, community groups, volunteers, even the emergency services providing support to the community.

- Livestock and pets.

Which groups can help individuals and organisations build community resilience in their area?

Statutory organisations:

- The Civil Contingencies Act (2004) does not currently make any provision for responder organisations to engage in the promotion of community resilience. At a local level however, Category 1 and 2 responders, particularly local authorities may be in a position to engage with and support community resilience activities.

- The Government can offer national direction and guidance for individuals and organisations involved in community resilience that can then be localised.

Community organisations:

- Faith groups may be able to provide pastoral support as well as practical help in terms of resources, a work force, and facilities for community resilience activities such as routes into funding.

- Local organisations, such as parish councils, community forums etc may be able to offer recognised administrative structures for community resilience activities.

- Local pressure groups and sustainability organisations may provide a good source of enthusiastic community advocates who can generate support from other community members.

- Community groups who take part in community resilience activities may be able to help other communities when they experience an emergency.

- The majority of efforts must come from within self-selecting communities. There are a number of organisations and networks existing within these communities that can provide help and support for community resilience activities.

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The voluntary sector:

- Local and national voluntary bodies can provide structure, guidance, resources and support for individuals and organisations who wish to get involved in community resilience.

- The voluntary sector can play an important role in the success of community resilience initiatives. Volunteers are already embedded within communities. Government will work with the voluntary sector to enable those voluntary organisations who wish to increase or begin work on community resilience activities to do so.

- It is important that those engaged in voluntary work independent from the recognised voluntary sector are equally supported and empowered.

- Some volunteers may be able to provide not only physical resources but inspiration and enthusiasm for the rest of their community – either as part of their voluntary work or as everyday citizens when engaging in community resilience activities.

Other organisations:

- Local businesses, as members of their communities, may be able to provide resources, sponsorship, guidance and a work force to help build community resilience efforts.

- The media, both local and national, have an important role to play in supporting the efforts of local community resilience organisations – by reporting on what plans are in place, celebrating local achievements and delivering key messages to groups working at the local level.

What skills and resources does the community have to help itself?

- Every individual and organisation will have skills and resources which their community can exploit as part of their community's resilience activities.

- These 'ordinary' skills can be employed by the community in the 'extraordinary' circumstances of an emergency.

Practical skills/resources:

- A community may have a range of practical equipment at its disposal including access to vehicles, machinery (chainsaws etc), protective equipment, food, fuel, generators, cooking equipment, accommodation etc.

- Many owners of equipment and vehicles etc who are licensed and trained to use them may be able to provide assistance.

Supporting each other:

- Communities may benefit from a number of individuals and organisations that can offer support during an emergency. Childcare providers, faith leaders, cultural groups, etc, can all offer pastoral skills to their community.

Specialist skills:

- A community may have existing skills, gathered through work or home life which can be used when planning a community's response to an emergency.

What relationships do communities need to establish to make community resilience work?

- Individuals and communities involved in community resilience should establish relationships with those organisations that can provide assistance to them in preparing for emergencies. Developing these relationships should ensure that communities have knowledge of the resources and assistance available to them and how they can use existing skills. This will also allow local authorities and other responder organisations to take account of community based plans.

What can communities do?

- Communities can get involved in a wide range of activities under the banner of community resilience. It is important to note that communities can choose the activities most appropriate to their needs. Similarly, there is no single activity which all communities involved in resilience activities must have carried out.

Risk assessment and planning:

- Communities can undertake local risk assessments, using local knowledge as well as information available from statutory organisations including local authority produced community risk registers.

- Local assessments may include considering the impact of relevant risks, the identification of vulnerable residents and an audit of the community's ability to respond to those risks.

Provide resources:

- Communities can purchase equipment, plan, and arrange for the use of local facilities and accommodation.

- Communities can encourage residents to become personally resilient by having grab bags, family plans etc.

- Communities can form links with local businesses, voluntary sector and statutory organisations to help plan and carry out community resilience activities.

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- Communities can form emergency response teams to carry out resilience activities during an emergency.

Communicate and inform:

- Communities can establish and maintain regular channels of communication amongst residents which can be used to spread resilience messages (phone trees, newsletters etc.)

- Communities can establish relationships with their local authority who can provide advice, information and assistance in planning for, responding to and recovering from emergencies.

Train and educate:

- Communities can take part in and establish training and exercise regimes for those involved in community resilience activities to increase the existing skill base. Such training may be alongside responder organisations or use existing training channels.

Different planning approaches:

- There is no definitive approach for communities to plan community resilience activities. Some communities may choose to have detailed plans; others may choose to have a simple contact list.

- It is the process of engaging residents in emergency preparedness planning which makes them more resilient rather than the plans themselves.

Chapter 6

What do communities need to build community resilience?

Delegates were asked to identify the resources, guidance and advice and funding streams that could be provided by themselves, Government, local authorities and other responder organisations:

- Communities currently have a wide range of resources, both internal and external, upon which they can rely to assist in building community resilience. There is, however, always more that the Government, responder organisations, businesses, communities and individuals can do to further develop community resilience.

Physical resources:

- Local authority/responder organisations could provide:

    o Starter kits for communities including basic resilience equipment, how-to guides and contact points within responder organisations and also suppliers of equipment.

    o Larger scale equipment or stores of equipment that can be used by communities in an emergency (i.e. temporary flood defences).

    o Individual emergency packs – fact sheets, promotional materials etc.

    o A means of identifying recognised volunteers (i.e. ID cards.).

- Communities could provide:

    o Community owned equipment needed for resilience activities, from shovels and hi-visibility jackets to 4x4's and mechanical diggers.

    o Accommodation/rest centres for those affected by incidents and the provision of food etc within them.

    o First aid equipment.

    o IT/Communication equipment to help with administration requirements.

- Individuals could provide:

    o Personal resilience equipment such as food and water supplies.

    o Family plans.

    o Personal/family medicines.

    o Clothing.

Guidance and advice

- Government can:

  o Provide a tool-kit of guidance and advice, providing clear and concise messages/templates etc on a range of community resilience issues that can be adapted locally.

  o Incorporate community resilience messages into the National Curriculum.

  o Provide a central repository for community resilience advice and best practice for both responders and communities.

  o Provide clear guidance on access to resources and funding.

  o Put a statutory duty onto responder organisations to promote community resilience.

  o Provide answers to outstanding confusion regarding insurance cover, the risk of litigation and the interpretation of health and safety legislation.

  o Provide a set of community resilience standards/expectations for communities to work to if they choose to.

  o Set out roles and responsibilities of responders and communities in building and promoting community resilience.

  o Resource and lead pilot schemes across the country and share experiences with other communities.

  o Encourage personal responsibility to become more resilient.

  o Lead national campaign to promote community resilience – headed by celebrity figure, embedded into media campaign (such as an episode of Casualty.)

  o Establish a mechanism to share good practice across the UK.

  o Foster links between responder organisations and communities.

  o Legislate, if necessary – incorporating community resilience into Civil Contingencies Act review or to allow time off work for volunteering.

- Local authorities/responder organisations can:

  o Provide a suite of promotional material for communities when promoting community resilience.

  o Encourage the support and buy in of chief executives and elected members.

- o Create a directory of local contacts for communities to use in their emergency plans.

- o Provide information on risks and the need for awareness and planning - help to interpret community risk registers.

- o Include communities in training and exercise programmes.

- o Facilitate an interface with pre-existing emergency preparedness plans for community organisations.

- o Recognise the work of community organisations.

- o Provide existing structures such as community development/cohesion organisations.

- o Twin with other towns to facilitate joint working on community resilience.

- o Provide communications networks i.e. Environment Agency could expand the Floodline alert system to include communities near to areas at risk of flooding so that groups involved in community resilience activities but not at risk of flooding can help those nearby communities who are at risk.

- Third sector can:

  - o Provide specific guidance on the services they can provide.

  - o Raise national awareness of community resilience issues – road shows etc.

  - o Include communities in training programmes.

  - o Provide existing structures and communications channels.

  - o Harness the skills and resources of support agencies.

- Businesses can:

  - o Provide emergency supplies/crisis purchase schemes in local area.

  - o Produce guidance and support to customers (such as how to safely turn off household gas/electricity supplies).

  - o Produce guidance to staff on personal and community resilience issues through business continuity activity.

  - o Promote community resilience through corporate social responsibility schemes.

  - o Provide opportunities for staff to engage in community resilience through corporate social responsibility activities.

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- o Provide PR support, specialist corporate skills for community groups.

- o Provide an opportunity to incorporate community resilience activities into business continuity efforts.

Funding streams:

- Delivery channels for funding from Government:

    - o Via local authorities/LRF's: ring fenced funding is issued to all local authorities or local resilience forums who then decide how to allocate it to their community, or spend it on community's behalf on resilience activities.

    - o Via Regional Development Agencies: funding is awarded by Regional Development Agencies to specific community resilience projects benefiting that region as a whole.

    - o Via existing Government schemes: funding is included in budgets of EA, Office of Third Sector, CLG, and schemes to expand existing funding streams such as 'Grassroots grants'.

    - o Direct to communities: governance body established to consider funding bids from individual community organisations. Money could be administered through Big Lottery Fund or similar.

    - o Via established voluntary sector: organisations with national scope are given funding to expand their community resilience activities across the UK.

    - o Funding in kind: Government sponsors infrastructure improvements, local resilience forum based community resilience support staff, training, and other schemes which contribute to community resilience.

- Guidance and advocacy on funding:

    - o Must be clear and concise guidance on how to seek and apply for funding.

    - o Government could fund locally based community resilience advocates to help communities apply for support and funding.

- Sponsorship/fundraising ideas:

    - o Companies could fund community resilience schemes (i.e. supermarkets offering reduced price grab bags.)

    - o Concessions offered by training organisations for voluntary/community sector.

    - o Communities could raise funds door to door, via existing local structures such as Lions, Round Table etc.

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Challenges to resources:

- The Government and statutory organisations should not presume they know what a community wants – communities should be consulted at all levels about what they need.

- Resources must be allocated fairly, so that all who wish to can take advantage of the assistance that is offered.

- Resourcing of community resilience must complement other community cohesion/integration projects.

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