

# SCOTTISH BORDERS CLIMATE RESILIENT COMMUNITIES

## Workshop 3 Report

### PEEBLES



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# 1 WORKSHOP BACKGROUND

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Through the Climate Resilient Communities project, funded by the Joseph Rowntree Foundation, some community people before the recent floods did some research. This revealed that many people didn't think that flooding was a major concern across many parts of Peebles which are at risk of flooding. Furthermore, we also know that some people are affected by flooding and other extreme weather more than others, due to a range of complex reasons.

The floods over the Christmas period were the worst seen in Peebles for decades. For some people in Peebles these floods were devastating. These floods revealed not only that flooding is an issue across different parts of Peebles but also that there are many people willing and able to help others who may be more affected than others. This community support involved ad hoc support and the activities of an existing community resilience group in the Tweed Green area of Peebles.

We don't know when the next severe weather event will occur, especially with climate change resulting in much more variation in our weather. To help reduce the effect on local people and the town of Peebles as a whole it is important we come together to discuss, agree and take action to work together.

The Scottish Borders Climate Resilient Communities (SBCRC) project is a collaboration between University of Dundee, Scottish Borders Council, Southern Uplands Partnership, Tweed Forum, Scottish Association for Marine Sciences and the International Futures Forum.

The project is funded by the Joseph Rowntree Foundation (JRF). This was established by the Philanthropist Joseph Rowntree in 1904. The JRF seeks to understand the root causes of social problems and identify ways of overcoming them. It includes the Climate Just programme, which seeks to understand how communities in the UK can improve their resilience and responses to climate change with a particular emphasis on assisting those most disadvantaged by climate change. Low income households, for example benefit less from certain policy responses (e.g. subsidies for installing solar panels) and are the least responsible for carbon emissions (e.g. they use less energy, have less emissions associated with travel etc).

Projects under the Climate Just programme, including SBCRC, focus on how to enhance resilience of those most disadvantaged by climate change in communities. The SBCRC project is one of only two projects on resilient communities funded by the Climate Just programme in the UK.

## 1.1 AIMS AND OBJECTIVES OF SBCRC

**Aim:** To facilitate conversations between, and actions by, local authorities and communities to enhance resilience to climate change, with a particular emphasis on those most disadvantaged by climate change

**Objectives:**

1. Improve understanding of climate disadvantage
2. Develop or implement tangible products/ plans/ resources
3. Improve capacity of local communities to enhance resilience of those most disadvantaged
4. Enhance collaboration between communities and the local authority
5. Improve joining up of flood resilience actions/policy with other climate related issues

6. Improve links between local action and national policy for climate resilience
7. Test a process for enhancing community resilience for those most disadvantaged by climate change that can be applied elsewhere

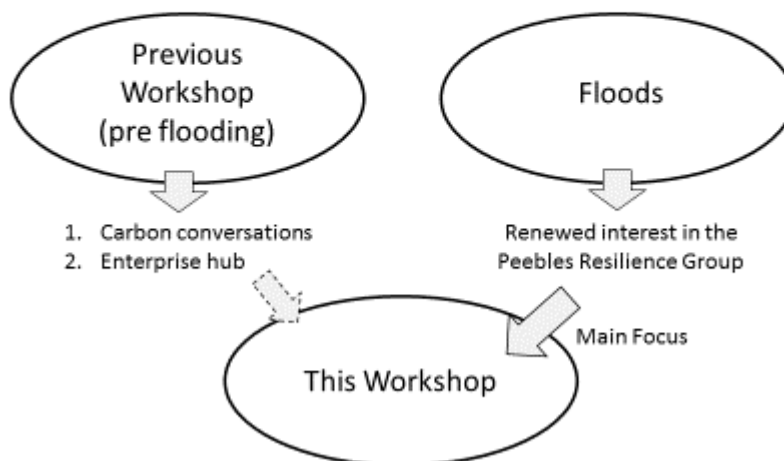
## 1.2 WORKSHOP 3 AIMS AND OBJECTIVES:

The aim of this workshop is to bring together local people and council staff to discuss if and how we can establish groups of local people, supported by the Scottish Borders Emergency team, to better coordinate how we plan and respond to extreme weather in Peebles.

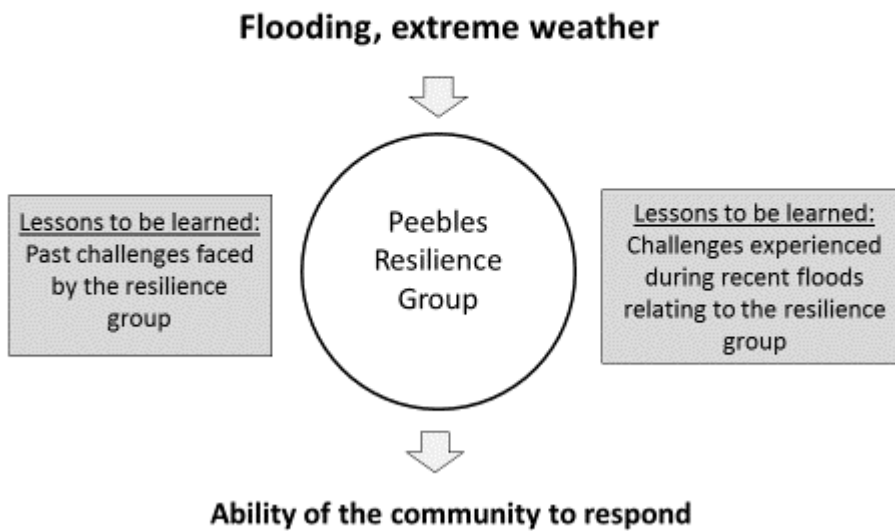
This will involve:

1. Examining how a resilience group could have been more effective during the recent flooding;
2. Exploring what a future, effective, resilient group might look like;
3. Examining key steps and actions that can help to develop such a group;

## Scottish Borders Climate Resilient Communities Project: Peebles



# Peebles Resilience Group



## 2 WORKSHOP DETAILS

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Workshop 3 was held in Peebles McFarlane Hall on the 19<sup>th</sup> April 2016 from 18:00 -21:00.

32 people participated in the workshop.

### 2.1 THREE HORIZONS APPROACH

The workshop used the Three Horizons approach to help situate the Community Resilience Group initiative in relation to recent conditions (e.g. during the recent flooding in Peebles) with wider, longer term future goals for a Community Resilience Group across Peebles. Three Horizons includes three lines representing different 'horizons' situated on a horizontal axis and a vertical axis around which these current, mid-term and longer term issues can be considered (Figure 1). The horizontal axis represents time stretching into the future from the present and the vertical axis indicates the prevalence of each pattern in a relative way.

- **The first horizon (H1):** This represents the way things are done now, generally called 'business as usual'. The starting point of a three horizon conversation is this first Horizon to discuss and identify current issues and activities that do not fit well with emerging conditions. In this workshop, groups identified the impacts and disadvantages that people are currently facing that were then situated around this line, with the intention that these issues would decline over time.
- **The third horizon (H3):** This represents the emerging or desirable pattern for the future to develop new ways of meeting the emerging conditions and possibilities.
- **The second horizon (H2):** This is the turbulent domain of change. Many ideas, innovations and activities already exist which people are trying out in response to the changing conditions. Some innovations (H2+) will help to extend the H1 systems and facilitate the

emergence of H3 systems. Many innovations will fail, and others (H2-) will be absorbed back into the H1 systems and contribute only to marginal or incremental change.

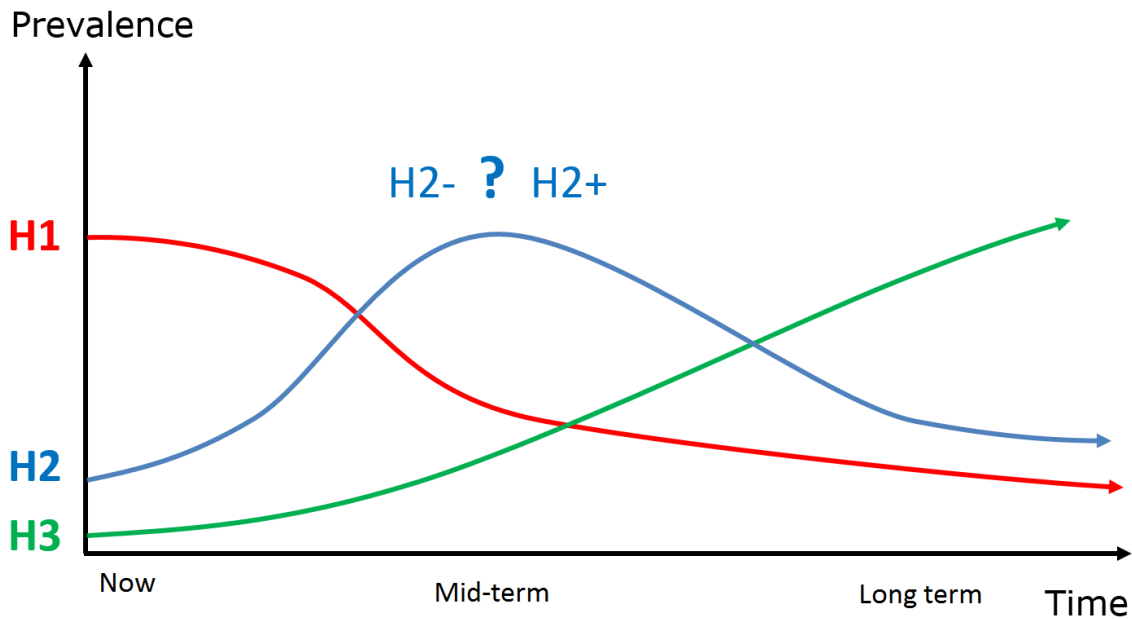


Figure 1: The Three horizons framework

### 3 USING THREE HORIZONS TO IDENTIFY ACTIONS THAT WILL HELP IMPROVE THE EFFECTIVENESS OF THE PEEBLES COMMUNITY RESILIENCE GROUP

#### 3.1 HORIZON 1 – WHAT HAS REDUCED THE EFFECTIVENESS OF THE PEEBLES COMMUNITY RESILIENCE GROUP?

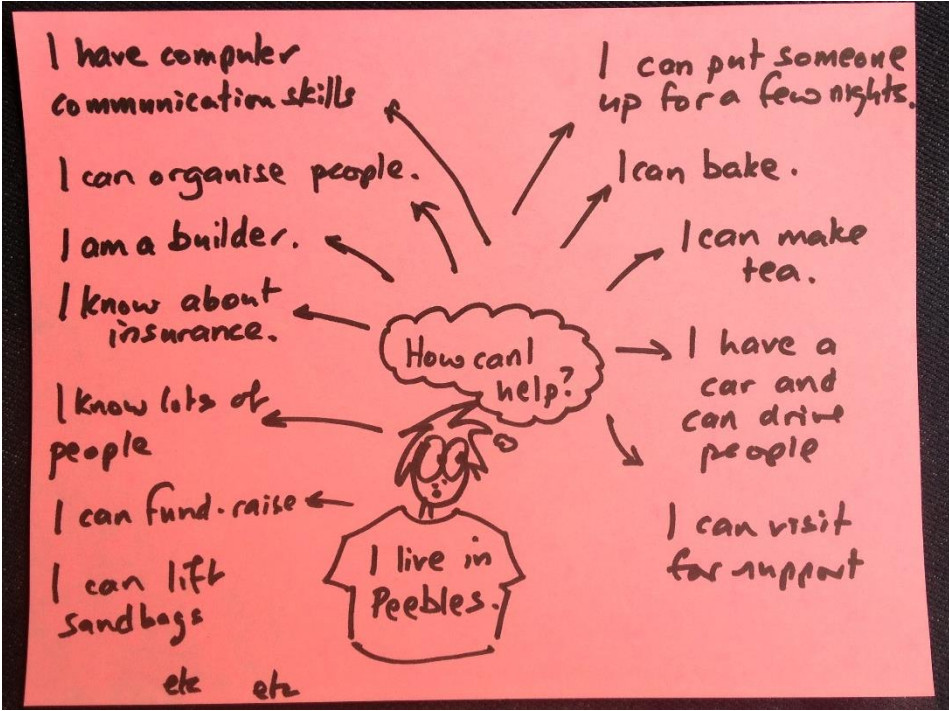
In this activity, in small groups participants explored the concerns relating to the effectiveness of community support and the existing Tweed Green Community Resilience Group in Peebles during the recent flooding in December 2015. Specifically, the small groups were asked to discuss the question ‘what has reduced the effectiveness of the Peebles Resilience Group? Following small group discussions these challenges were explained by each group and added to Horizon 1 to highlight current challenges in Peebles for a Community Resilience group.

Results were as follows:

#### H1 Challenges for Community Resilience Group(s) in Peebles

<ul style="list-style-type: none"> <li>• Quality of information about flooding to the public – need advance warning (e.g 24 hrs) to allow staged actions by resilience groups</li> </ul>
<ul style="list-style-type: none"> <li>• Not enough warning. Glitch in communication on morning of [flooding] event – need clearer understanding earlier.</li> </ul>
<ul style="list-style-type: none"> <li>• Data provided about flooding is difficult to interpret</li> </ul>
<ul style="list-style-type: none"> <li>• Quality of flood gates/ Lack of equipment strong enough to repel water</li> </ul>
<ul style="list-style-type: none"> <li>• Funding for Peebles flood prevention infrastructure not available until at least 2022</li> </ul>
<ul style="list-style-type: none"> <li>• Need support/ an alert system involving from social services - Edinburgh has a standby system for alerting social services – does not exist in Peebles but this could be useful</li> </ul>
<ul style="list-style-type: none"> <li>• Not enough help provided to less able bodied people (pre flood)</li> </ul>
<ul style="list-style-type: none"> <li>• Every one of the [Tweed Green Community Resilience] Group was a victim – need people who are not directly impacted by flooding</li> </ul>
<ul style="list-style-type: none"> <li>• Mobilisation of system did not extend beyond the Tweed Green/ Tweed Avenue Group. Didn't reach those others who also need support. Community resilience groups required to cover more of Peebles e.g Cuddyside. No area structure [to cover all of Peebles].</li> </ul>
<ul style="list-style-type: none"> <li>• Small scale of Peebles means a lack of resources to coordinate action compared to others e.g air disaster at Edinburgh airport or to mobilise a life boat service</li> </ul>
<ul style="list-style-type: none"> <li>• Poor communication. Improve communications to assist group e.g radios and facebook page to get people out to help</li> </ul>
<ul style="list-style-type: none"> <li>• Knowledge when to take action</li> </ul>
<ul style="list-style-type: none"> <li>• Poor or unclear or unrealistic assessment of risk by households. Need to be able to learn from elsewhere.</li> </ul>
<ul style="list-style-type: none"> <li>• What is the chain of command and line of communications?</li> </ul>
<ul style="list-style-type: none"> <li>• Lack of centralised information point for flood information</li> </ul>
<ul style="list-style-type: none"> <li>• Lack of leadership and coordination – needs strengthening</li> </ul>
<ul style="list-style-type: none"> <li>• Lack of clear skills needed, roles and responsibilities to be clear what help is needed</li> </ul>
<ul style="list-style-type: none"> <li>• Knowing objectives and plans appropriate to particular resilience issues</li> </ul>
<ul style="list-style-type: none"> <li>• No clear evacuation plan for Tweed Green (where there is an existing group)</li> </ul>
<ul style="list-style-type: none"> <li>• Need more robust link between resilience groups and professional emergency services/ Clarity of responsibility between professionals and volunteers</li> </ul>
<ul style="list-style-type: none"> <li>• Lots of ad hoc support from people in the community but not coordinated</li> </ul>
<ul style="list-style-type: none"> <li>• Lack of volunteers may be because people are scared of the demand that might come with volunteering</li> </ul>
<ul style="list-style-type: none"> <li>• People happy to turn out when needed [to support the community] but reluctant to put names forward to get involved in groups</li> </ul>
<ul style="list-style-type: none"> <li>• People need to know their roles and clear actions set out</li> </ul>
<ul style="list-style-type: none"> <li>• Lots of promotion [about community resilience group] but (maybe) the messages are not getting through/ Where were the requests for volunteers for resilience groups?</li> </ul>
<ul style="list-style-type: none"> <li>• 'Resilience' as a word not familiar, or other hurdles? Emergency group – option for renaming group. Poor recognition amongst residents of what a 'Resilience Group' is/ Resilience group needs a stronger identify as no one knows about it.</li> </ul>
<ul style="list-style-type: none"> <li>• Greater education in small steps (about issues and need for action at the community level)</li> </ul>
<ul style="list-style-type: none"> <li>• More/ [lots of] SBC input to getting Peebles Resilience Group up and running – but less to show for it</li> </ul>
<ul style="list-style-type: none"> <li>• Information lacking for post flood recovery – e.g list of contractors and services with emails and phones numbers and post flood legal/ insurance advice. Lack of awareness of subsidies.</li> </ul>

<ul style="list-style-type: none"> <li>• Lack of efficient volunteer coordination post floods</li> </ul>
<ul style="list-style-type: none"> <li>• Knowledge of land use around Peebles</li> </ul>
<ul style="list-style-type: none"> <li>• Lots of rumours/ untrusted sources of information about the nature/ causes of flooding</li> </ul>



Outcomes of one small group discussion examining the recent challenges relating to the community resilience group(s) in Peebles

**Summary of concerns discussed in wider group discussion**

- Lots of resources [ad hoc community support] but not well organized
- How do mountain rescues and other organizations mobilise resources? Can lessons apply to the community?
- Communication about how bad the event would be was not accurate. South Park area of Peebles was evacuated but not flooded, Tweed Green/ Tweed Avenue was flooded but not evacuated.
- Quality of information – lots of misinformation about peak flood time which was clear to some with local knowledge of past floods and how river reacts.
- Better coordination, communication and alter system needed.
- The call for volunteers for community resilience is not getting out more widely around Peebles, despite lots of effort by SBC and John Swanson.
- Fears and assumptions about what may be involved in volunteering may be a barrier. We could bring it down to the local level with examples to stop people needing to second guess.
- Peebles has over 100 volunteer groups so the issue in Peebles is not a lack of volunteers.
- Should any resilience initiative in Peebles also encompass the surrounding areas and not just the town?
- To strengthen leadership there is a need for people with these skill set e.g ex fire service with command and control experience.



- There is a need for equipment (pumps, radios) and the skills to use them
- Need a plan in place for pre flood preparation.
- Do we need a coordination centre?
- People need to know what the chain of command is, clear actions, roles and responsibilities for different scenarios
- Perceptions about the alarm system may influence the action taken – e.g perceive alarm as a false alarm
- Need some understanding of how water behaves – if you stop it going somewhere, it may go somewhere else.
- There is a need for an action plan which deals with immediate situation but also links to longer term actions to reduce flood risk
- Education can help involve people in volunteering and give them ideas on small actions they can take e.g raised beds.

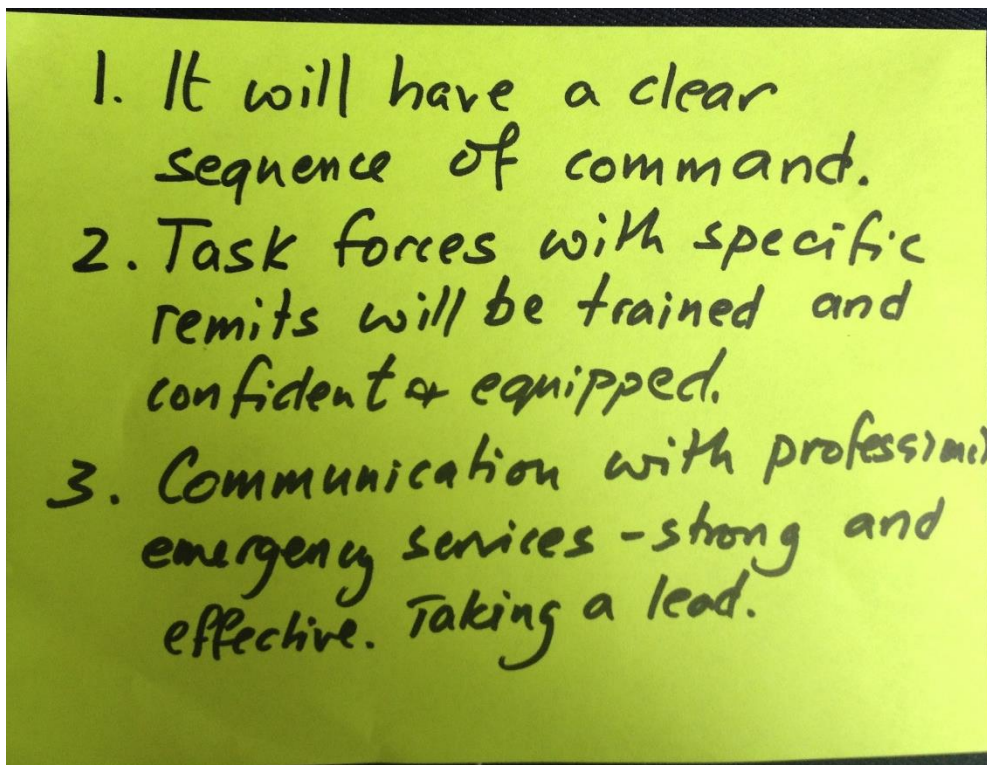
### 3.2 HORIZON 3 – WHAT WOULD A HIGHLY RESILIENT AND EFFECTIVE RESILIENCE GROUP LOOK LIKE IN 5 YEARS TIME?

In this activity, in small groups the participants were asked to examine the question ‘what would a highly resilient and effective resilience group look like in 5 years time?’. These were explained by the groups and added to Horizon 3 to highlight a future vision for the development of the Peebles Community Resilience group.

Results were as follows:

<b>H3 – Features of a highly resilient and effective Community resilience group in Peebles</b>
• A resilient group, not just a flood resilient group
• Forming a structured group with a formal, well defined process
• Our role defined relating to mitigation, impact reduction, event real time, post event
• Required skills and resources identified and organised
• People at the top of the structure should be professionals from within the community
• Clear leadership. Effectively coordinated
• Clear chain of command. Structure so everyone knows their role in the group
• Task forces within group with specific remits will be trained and confident and equipped
• Strong communications with Emergency services who take the lead. Embedded within the emergency response system. Emergency services engaged from the outset.
• Call tree linked to SB alert and linking with existing systems/ infrastructure
• Appropriate, effective and timely communication
• Provision of accurate information
• Good [local] knowledge of the river
• A community plan for various types of emergencies
• Individual and household emergency plans and able to catch this data

<ul style="list-style-type: none"> <li>Registered vulnerable people (anyone at risk). An emergency role call that accounts for vulnerable people</li> </ul>
<ul style="list-style-type: none"> <li>Fully equipped for all eventuality</li> </ul>
<ul style="list-style-type: none"> <li>Safe ways of working for volunteers</li> </ul>
<ul style="list-style-type: none"> <li>Regular training/ testing in 'real life' situations. Rehearsed protocols for improved preparedness</li> </ul>
<ul style="list-style-type: none"> <li>Clear location for working (bunker)</li> </ul>
<ul style="list-style-type: none"> <li>Change the terminology e.g response team</li> </ul>
<ul style="list-style-type: none"> <li>Strong community engagement for Peebles wide participation. Engaging co-opting other helpers into the wider group.</li> </ul>
<ul style="list-style-type: none"> <li>Relevant mix of ages. Mobilise/ engage community through the youth</li> </ul>
<ul style="list-style-type: none"> <li>Education for emergencies – all ages, common language, rewards for volunteering e.g saltire awards for 12 – 25 year olds. Introduce responsibility/ volunteering ethic at an early age – <i>"nothing about the community without the community"</i></li> </ul>
<ul style="list-style-type: none"> <li>If you live within Peebles, you feel proud of and part of the resilience forces – see yourself as an emergency volunteer</li> </ul>
<ul style="list-style-type: none"> <li>Sustainable. Able to access funding.</li> </ul>



Outcomes of one small group discussion examining a future vision for the Peebles Community Resilience Group in 5 years time.

Summary of key characteristic for an effective, resilient Community resilience group in Peebles discussed by the wider group

- A structured group with clearly defined roles is needed with clear leadership, strong communication and links with professional emergency services that accounts for vulnerable people.

- Strong community engagement is essential form across Peebles. There is a need to bring in more people into the group
- It is important to include all ages and diverse skills – for example young people may be more physically able to move sandbags and also have more skills in social media.
- Plans and protocols for all types of emergency situations are needed and these must be regularly tested, there must be sufficient skills and resources.
- Appropriate communication is needed to alter all to the need to take action to help others.
- We need to make volunteering something people do as a normal thing and foster a culture of community support.
- Youth engagement is important – need to involve the schools
- There are many voluntary groups in Peebles and some have tried hard to establish the Peebles Resilience Group (local people and the council).
- An alternative name may help communicate the role of the community resilience group better and form a stronger identify.
- Accurate and timely information on risk of emergencies is vital.
- There is a need to avoid the ‘crying wolf’ situation of too many false alarms and thus people underestimate the actual risk identified in the warnings.
- Need to use the internet but not rely on it – some don’t have this and in an emergency it may not be available.

### 3.3 CROSS COMMUNITY KNOWLEDGE EXCHANGE –LEARNING FROM THE HAWICK FLOOD GROUP

In this section Marion Chrystie from the Hawick Flood Group briefly explained how the flood group in Hawick organized itself and is now linked with the Hawick community resilience group initiative being championed by the SB council and the Hawick Community council.

Her key messages and response to the many questions from participants in the workshop are summarized below.

- Involvement in the Hawick group followed experience of flooding [in furniture business premises] and experience of local people coming into replace damaged furniture from flooding. This experience provided the passion and motivation to get involved.
- The group has been established for 10 years. Through this there have been mistakes and learning and now the group is well organized.
- The core group involves 20-25 people.
- Most volunteers aren’t living in major flood areas
- Really important is clear leadership. The Hawick flood group has a committee and is constituted. Being a constituted groups enables the group to apply for funding, which they recently did to replace their porta cabin control centre.
- A key activity of the group is to assist vulnerable people. They have a database of vulnerable people which they screen and update each year. This includes people in ground floor flats in streets at high risk of flooding. Around 200 people are included in this database.
- This involves checking that vulnerable people are ok and helping them put in place sandbags, block up vents etc
- The group proactively works with agencies/ emergency services.
- The group also works to bring about action to reduce flooding in Hawick.

- The group has a bunker which is the coordination centre. This is where they gather information on flooding. This is done by linking with existing systems (SEPA and SBC). The group also uses local knowledge and has secret markers upstream of Hawick to help gauge when flooding will occur (lead time is about 2 hours). Also if more flood equipment is needed, e.g sandbags this is all coordinated from the bunker.
- It is important to have local knowledge of the rivers and burns in the area to understand the flooding cycle.
- SEPA has an app which provides river gauge information but it is important to understand how water levels interact with other factors to influence flooding, for example the wind can be a big factor.
- Hawick is divided into 3 key areas which are colour coded. There is always a clear place to meet. Clear instructions and no lone working.
- Once evacuation takes place the flood group steps back and lets the emergency services do their job unhindered.
- The evacuation centre is set up and run by social services.
- Following flood events debriefings are held with the emergency services to understand how to improve things the next time. Embracing change is therefore key.
- This may all sound like hard work, but once the group is organized, it is easy.
- Involvement in the group is fun, working together the Hawick flood group also have a good laugh while helping each other and other people.
- Through time the group builds on its knowledge and experience to increase its effectiveness.
- For Peebles, like in Hawick it may be better to break down into areas and have a network of groups coordinated centrally.
- Don't make it too complicated, keep momentum, keep it fun.



**Marion Chrystie from the Hawick flood group sharing her knowledge and experience with the Peebles workshop participants**

### 3.4 HORIZON 2 – WHAT INITIATIVES, INNOVATIONS AND CHANGES ARE NEEDED TO TRANSITION H1 PEEBLES TO H3 PEEBLES?

In this activity in small groups the participants were asked to examine the question ‘what needs to be in place for the future effective resilience group to emerge?’. These were explained by the groups and added to Horizon 2 to highlight actions that can be undertaken now to move towards the vision for an effective resilience group in Peebles.

<b>H2 - Transformation zone</b>
• Volunteer now
• Identify a robust, skilled leadership group, 4 or 5 volunteers with a sense of duty. Build a committee/ core group
• Develop a programme to recruit others
• Keep the issue live – have regular meetings to establish and keep group going (fix a date for next meeting now)
• Clear definition of roles and responsibilities
• Identify area action groups so that responses can be managed locally e.g 3 or 4 area action groups across Peebles
• Leader/ coordinator not directly affected by flooding /out with flood area
• Team getting to know each other
• Identify a location for the group to work from
• Name the group 'Peebles emergency group'
• Develop a shared vision
• Include local knowledge of the river and local area in the group
• Take advice from other groups
• Communicate and ask for help
• Develop a database of vulnerable people
• Training
• Have drills/ exercises to test the emergency plan, then refine the plan
• Keep it fun, avoid boredom
• A constitution and funding to sustain process [in longer term]

### **Summary of key points discussed in wider group**

- Having a leader who is not directly affected by flooding is important
- It is also important not to place everything on a few people, a team of people is needed
- Once group is established a group name and other decisions need to be made collectively
- The group will be support by the SBC emergency team, who will provide equipment, training etc. For the future the group may wish to strengthen other aspects not within the core support provided by the SBC. To access funding a constitution and a bank account with 2 signatures is necessary.
- Have a laugh, keep it fun, bring cake to meetings.
- Getting to know the team is important. This will help make collective decisions to establish the group, get more people involved, develop a common identity etc. It is also vital to have confidence in each other.



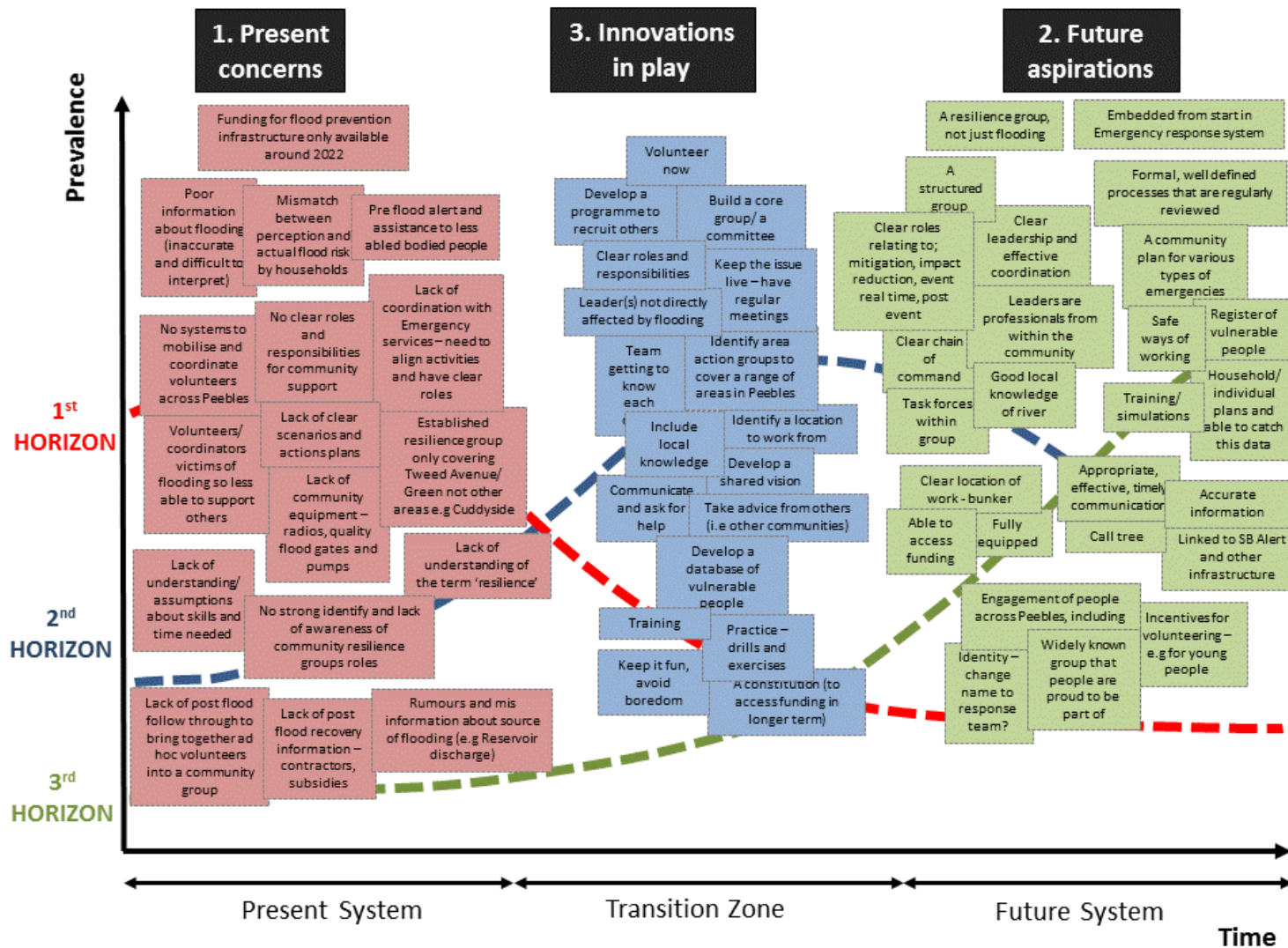


Figure 1: The present concerns, future aspirations and actions/ innovations that can help bring about an effective and resilient Peebles community resilience group

## 4 STAGE 3 – NEXT STEPS

### Participants from the workshop who can help develop the Peebles Community Resilience Group

Name
Norman Elder
Crick Carlton
Anne Snoddy
Mike Betts
Michael E Jackson
Keith Cockburn (Councillor)
Bob Kibble
Pia Kibble
Ken Holt
Laurie Hayworth



### Whole group discussion to identify tangible actions to progress the development of the Peebles Resilience Group

#### Actions identified by the group to progress the development of the Peebles Resilience Group

- John Swanson to arrange a meeting with those willing to help develop a Peebles Community resilience group(s) (table 1 above).
  - This meeting will also involve the representatives from the emergency services. Fire service (Nick), Police (Duncan), SBC Emergency planning (Jim Fraser and Kevin Sewell).
  - Meeting place – Fire station
  - Meeting date – although initially proposed for the 3<sup>rd</sup> May due to the elections it is proposed that this is delayed. A doodle poll may help identify the best evening for this meeting. (see [http://doodle.com/en\\_GB/](http://doodle.com/en_GB/))
- It is important to maintain momentum and have regular meetings with clear objectives.
- It is important to keep others informed of discussions and decisions made. Others may wish to get more involved in helping the development of the Peebles community resilience groups (s) as this process progresses.

- People involved will have different roles and responsibilities. These need to be agreed by local people involved. However some people at the workshop provide clear links to specific organisations/ bodies and these need to be maintained and developed. For example;
  - John Swanson – link to community council
  - Graham Lumb – link with The Bridge, which supports the development of community groups
  - Alison Notman – Scottish Borders Housing Association with housing stock in Peebles in areas such as the Cuddyside which is an area at high risk from flooding. Alison can help as a conduit to the SBHA tenants who may be in need of support and/ or contribute to the group.
- Group members may have links with the Tweed Green Community Resilience group and it is important to maintain and build on this. In the future all groups could be brought into the Peebles community resilience group (s).
- Community resilience group (s) in Peebles will now be a standing item on the Community council agenda.
- Marion Chrystie is happy to share her expertise on establishing and coordinating the Hawick flood group. A key message is to act now and it can be really good fun.
- Community council can provide social media support and ways to communicate with wider audiences across Peebles.
- Facebook page for Peebles community resilience group has been developed by John Swanson and is up and running.

### **Potential agenda items for the first meeting to develop the Peebles Community Resilience Group**

- Introduction – where are you from and why are you involved
- Function and remit
- Leadership
- Deputies
- Rest centre
- Equipment
- Recruitment of others



## 5 STAGE 4 – FEEDBACK FROM LAST WORKSHOP

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In this section Crick Carlton provided an update on progress with the development of an Enterprise Hub in Peebles being progressed by the Peebles Community Development Trust.

- This is a physical space to bring together different local businesses to provide opportunities for business development, assistance with start-up and other spaces to support community activities.
- A potential building has been identified. This is an old mill site in Peebles. This is a large site.
- A meeting is planned in the next week to discuss potential use of this site by the community.
- This hub is important as although on the whole Peebles is rich (in resources and intellect) many employment opportunities in Peebles are minimum wage. This often gets hidden but it is important to provide business opportunities and thus more diverse employment opportunities within Peebles to improve the wider resilience of Peebles to thrive in the future for the different people who live here.

## 6 APPENDICES

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### 6.1 APPENDIX 1 – PEOPLE WHO JOINED THE WORKSHOP

The total number of people joining the workshop was 32.

Local residents	21
Scottish Borders Councillors	2
Scottish Borders Council – Emergency Planning	2
Scottish Borders Council – Senior Policy Advisor	1
Scottish Borders Council – Community learning and Development	1
Live Borders – Culture and Community	1
Scottish Borders Housing Association	1
Fire Service	1
Police	1
Hawick flood group member	1

## 7 FURTHER INFORMATION

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If you would like further information about this workshop please contact:

Esther Carmen, Project Officer, Email: [e.carmen@dundee.ac.uk](mailto:e.carmen@dundee.ac.uk); Tel: 01835 824000 x8235; Mob: 07552 191909

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