

accordingly to meet the expectations set by Ministers. The Scottish Government in its budgetary approach has generally tended to set out the expectations of Ministers rather than to ring-fence funds for a specific purpose.

25. The Scottish Government also allocated funds under the system of Grant Aided Expenditure to local authorities to support the statutory responsibilities of local authorities in relation to civil protection and resilience planning. There is published information available on the allocation of expenditure for this purpose by local authorities.

26. One of the hallmarks of the operating approach of the Scottish Government during the period of scrutiny in this Module, was to engage widely with other public authorities, public bodies, business and third sector organisations to create a sense of common purpose in our endeavours. This approach would involve the establishment of a range of collaborative forums in which the aspirations of Ministers could be set out and practical work commissioned to try to realise these aspirations. There was also an analytical structure put in place to assess progress in achieving these aspirations through a broadly endorsed National Performance Framework [JS/0008 – INQ000102917]. The National Performance Framework established an agreed set of outcomes that organisations in Scotland were working together to achieve. These included our collective aspirations for children and young people, the economy, communities, the tackling of inequalities, human rights, fair work and business and the tackling of poverty. The fact that the National Performance Framework was valued and supported by a broad range of public, private sector organisations in Scotland helped to focus our pandemic response and assisted our efforts to be effective, for example, in addressing inequalities. This approach created a strong platform for the necessary and urgent dialogue that was required in preparing for and then ultimately managing the pandemic.

27. In my experience in Government, one of the greatest challenges is in securing the necessary alignment in perspective and intervention amongst the range of organisations that require to make a contribution to achieve a policy objective. The Scottish Government has invested heavily in terms of time and political