



PRINCIPLES – APPROACH – GOOD PRACTICE

Preparing Scotland

SCOTTISH GUIDANCE ON RESILIENCE

PHILOSOPHY, PRINCIPLES, STRUCTURES AND REGULATORY
DUTIES

MINISTERIAL FOREWORD

Resilience is everyone's business. Individuals, communities, emergency services and the wider public sector including Scottish Government, as well as voluntary organisations and businesses all have their part to play in making Scotland safe and secure.

I am proud to be part of a Scottish Government that has overseen world class responses to various challenges and emergencies since 2007. However, there is no room for complacency. We continue to face many hazards and threats, from the vagaries of the Scottish weather, to disruptions arising from volcanoes or energy supply issues, and the ever present danger posed by terrorism. There is no cause for alarm in Scotland, but we need to remain alert and recognise the importance of anticipating and assessing the risks we face. Wherever possible taking appropriate preventative action, as well as planning for co-ordinated activity to manage and recover from emergencies when they do occur.

This revised Preparing Scotland guidance sets out the philosophy, principles and practices that act as the building blocks for resilience. It is based on the experience and expertise of the resilience community within Scotland. Resilience professionals will be the main readership of this guidance and, with the support of the Scottish Government, they are key to effective co-ordination of the five key activities of Integrated Emergency Management, namely assessment, prevention, preparation, response and recovery.

It is vital, however, that we all see Scotland's resilience as our responsibility to support the safety and well-being of our neighbours and communities across the country, from those in remote and rural locations to those in our towns and cities. This message, that resilience is everyone's business, needs to be echoed across Scotland and I would urge you all to take this message forward.

John Swinney
Deputy First Minister with responsibility for Resilience
June 2016

Purpose of Guidance

Preparing Scotland is not intended to be an operations manual, but is instead guidance to responders assisting them assess, plan, respond and recover. It establishes good practice based on professional expertise, legislation and lessons learned from planning for and dealing with major emergencies at all levels. It reflects a process which prepares for emergencies from the identification of a risk to the completion of the recovery process.

It is intended to be a flexible and responsive document, able to respond to new hazards and threats. The guidance is designed to be able to integrate new practices established through innovative thinking or the incorporation of lessons learned. It encourages training and development of those involved and lays out structures to assist in this. Whilst some development is in response to legislative duties, other programmes will be in response to stakeholder requirements.

Preparing Scotland - The “Hub and Spokes” Model

Preparing Scotland (PS) guidance is set out as a “Hub and Spokes”, in which the Hub (this document) incorporates:

- the philosophy of resilience in Scotland
- the principles that underpin effective Integrated Emergency Management (IEM)
- regulatory guidance and recommended good practice
- clear signposting to the detailed “Spokes”.

PREPARING SCOTLAND

“Hub and Spokes” Model



CHAPTER 5 – Resilience Governance Arrangements in Scotland

This chapter sets out resilience governance structures in Scotland. It is broken into two parts: the 'preparation' stage and the 'response/recovery' stage, highlighting the bodies involved and their respective roles.

Preparation

Cabinet Sub-Committee: Scottish Government Resilience CSC (SGoR)

In preparation, the role of CSC (SGoR) is to give Ministerial oversight to strategic policy and guidance in the context of resilience in Scotland. The CSC (SGoR) meets in preparation for emergency response and keeps abreast of matters related to promoting and improving civil protection, contingency planning and preparing for specific contingencies such as pandemic influenza.

Whilst acknowledging the independence of Category 1 responder agencies to undertake preparation pertaining to resilience, such preparation will generally take place within an overarching structure of legislation and national guidance. It is the role of CSC (SGoR) to approve new national guidance and to make decisions on the taking forward of new legislation.

The Scottish Resilience Partnership (SRP)

The Scottish Resilience Partnership (SRP) acts as a strategic policy forum for resilience issues, providing collective assurance to Ministers that statutory responders and key resilience partners are aware of significant resilience gaps and priorities, and are addressing these in line with appropriate and available resources. It also provides advice to the resilience community on how best to ensure that Scotland is prepared to respond effectively to major emergencies.

Response/Recovery

Scottish Government Resilience (Ministerial): SGoR(M)

SGoR(M) sets the strategic direction for Scotland's response. It acts on behalf of, and reports to, the Scottish Cabinet. In the response phase, membership of SGoR(M) is determined by the nature of emergency.

The procedures that support SGoR(M) will be activated flexibly. A judgement will be made by the Scottish Government in each set of circumstances about precisely what elements need to be activated. An essential element of a national response will be the

activation of the Scottish Government Resilience Room (SGoRR). Resilience Partnerships will be advised of the activation of SGoRR as soon as is practicable.

Scottish Government Resilience (Officials): SGoR(O)

SGoR(O) is a group of senior Scottish Government officials drawn from all relevant Directorates (i.e. government policy areas such as Business and Industry, Health, Environment etc.), plus external members on occasion. It will:

- analyse information received by the SG and provide advice to the SGoR(M) on options for handling the consequences of the emergency
- oversee implementation of decisions taken by the SGoR(M)
- ensure co-ordination of Scottish Government activity.

Scottish Government Resilience Room (SGoRR)

When the scale or complexity of an emergency is such that some degree of central government co-ordination or support becomes necessary, Scottish Government will activate its emergency response arrangements through SGoRR. The precise role of SGoRR will vary depending on the nature of the emergency.

SGoRR will:

- provide strategic direction for Scotland
- co-ordinate and support the activity of SG Directorates
- collate and maintain a strategic picture of the emergency response with a particular focus on response and recovery issues
- brief Ministers
- ensure effective communication between local, Scottish and UK levels, including the co-ordination of reports on the response and recovery effort
- support response and recovery efforts as appropriate, including the allocation of scarce Scottish resources
- determine the Scottish Government's public communication strategy and co-ordinate national public messages in consultation with Resilience Partnerships and other key stakeholders
- disseminate national advice and information for the public, through the media
- if appropriate, liaise and work in partnership with the UK Government.

To achieve the above, clear and comprehensive communication between SGoRR and all agencies involved is necessary.

In its activity SGoRR will be supported by the local arrangements established by Resilience Partnerships. This function will, in general, be built upon existing arrangements created during preparation.

The Scottish Government's Resilience Division will lead the operation of SGoRR. Typically, SGoRR will include staff from the main affected Scottish Government Directorates and representatives of relevant agencies.