

**CABINET SUB-COMMITTEE  
ON SCOTTISH GOVERNMENT RESILIENCE  
(LESSONS LEARNED)**

**MINUTES OF MEETING HELD IN SGoR MEETING ROOM,  
ST ANDREW'S HOUSE, EDINBURGH  
AT 12.30 PM ON WEDNESDAY, 14 APRIL 2010**

<b>Present:</b>	Nicola Sturgeon MSP	Cabinet Secretary for Health and Wellbeing ( <i>Chair</i> )
	John Swinney MSP	Cabinet Secretary for Finance and Sustainable Growth
	Kenny MacAskill MSP	Cabinet Secretary for Justice
	Richard Lochhead MSP	Cabinet Secretary for Rural Affairs and the Environment
	Michael Russell MSP	Cabinet Secretary for Education and Lifelong Learning
	[Redacted]	[Redacted]
	Roseanna Cunningham MSP	Minister for Environment
<b>In Attendance:</b>	<div style="border: 1px dashed black; padding: 5px; text-align: center;">NR</div>	Head of Scottish Resilience
	Dr Andrew Riley	Head of Strategy Unit, Scottish Resilience
	Jonathan Pryce	Senior Medical Officer
	Joe Griffin	Director of Transport
<div style="border: 1px dashed black; padding: 5px; text-align: center;">NR</div>	<div style="border: 1px dashed black; padding: 5px; text-align: center;">NR</div>	Deputy Director, Pandemic Flu Co-ordination
	Jim Barton	Acting Deputy Director, Pandemic Flu Division
	<div style="border: 1px dashed black; padding: 5px; text-align: center;">NR</div>	Chief Road Engineer and Director, Transport Scotland
		Head of Network Operations
		Head of News
		Cabinet Secretariat

**Apologies**

1. Apologies were received from the First Minister and the Minister for Transport, Infrastructure and Climate Change.

**Lessons identified from Flooding and Severe Weather (Paper CSC-SGoR(10)09)**

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**Influenza A(H1N1) Pandemic: Review of the Scottish Government Response**

**(Paper CSC-SGoR(10)10)**

CSC-SGoR(10)13th Conclusions

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7. Ms Sturgeon introduced paper CSC-SGoR(10)10 which provided an assessment of the Scottish Government's response to the Influenza A(H1N1) pandemic and identified a number of lessons to be learned. She said that a review had been carried out by officials in the Scottish Government Health Directorates and in the Pandemic Flu Teams to assess the organisation's response to the pandemic and to identify the lessons learned. The SCGs had been asked to collate lessons learned at a local level. She said that there was also a wider UK Review into the pandemic, chaired by NR, and the information gathered by the Scottish Government's lessons learned exercise would feed into the wider review, which was expected to report before the summer recess.

8. It was understood that NHS Boards intended to separately identify lessons learned, and this would be particularly important, as at times the NHS in Scotland had been severely tested in some areas, particularly those Boards which had experienced the first clusters of infection in individual communities. Overall, NHS Boards had coped extremely well with the demands that responding to the pandemic had placed on them. The flow of information had been excellent and the early information received from NHS Boards had been a key reason for the Scottish Government responding to the pandemic so well. She said that it would be important to consider both the responsibility and structure in the Scottish Government, in particular to determine the responses which were driven by either Health Directorates; SGoRR; or the UK Government.

9. In discussion the following points were made:  
CSC-SGoR(10)13th Conclusions

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- (a) A thorough lessons learned exercise was planned with NHS Boards;
- (b) It would be important for the Scottish Government to further consider its own resilience for incidents;
- (c) There had been occasions when the UK Government's public communications campaign information had conflicted with the Scottish Government's public communications campaign and it would be important to work to avoid such conflict in future. In addition the co-ordination of Scottish Government communications with the local demand for communications was particularly important, especially in a containment phase ;
- (d) The phases of the pandemic should be considered further, in particular whether the containment phase had lasted too long. Consideration should also be given to whether it would be necessary, on occasions, for Scotland to diverge from the rest of the UK in phases, whilst maintaining strong co-ordination in other areas with the rest of the UK;
- (e) There was much to be proud of in the Scottish Government's response to the pandemic, in particular the work which the Pandemic Flu Team had carried out; and

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(f) Future consideration and analysis would be required for planning assumptions, in particular the pandemic response had at times focused on the worst case scenarios, which may not have been essential at all times.

10. **The Cabinet Sub-Committee noted the paper. (Action: Scottish Resilience)**

**Developing the Scottish Government's Role in Coordinating the National Emergency Response (Paper CSC-SGoR(10)11)**

11. NR introduced paper CSC-SGoR(10)11) which analysed the implications of the lessons identified from the recent emergencies for the Scottish Government's role in coordinating national emergency responses. He said that the requirement for SGoRR to be activated had greatly increased over the last 3 years, which included activation for the fuel shortages in 2008, the flu pandemic and an increasing number of weather related incidents. Scottish Resilience would shortly undertake a significant review of SGoRR's capacity and its capability to support enhanced national decision making in the light of the lessons learned and this would include options for improvements in accommodation, IT, training, and staffing.

12. He said that the lessons learned would also provide an opportunity to develop SGoRR as a national emergency information analysis and decision-making hub, which was in line with the shared services agenda and National Performance Framework. It was planned to have discussions with COSLA, ACPOS, and the Chief Fire Officers' Association Scotland on the option of co-locating mutual aid

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coordination centres for police, fire and local authorities with SGoRR. Such coordination would enable organisations to share resources and allow for a more streamlined approach to the collection and analysis of information. It would also provide greater clarity to the SCGs, as to where responsibilities lay in an emergency and would assist in swifter, joined-up decision-making, including on issues such as national mutual aid, public communications and engagement with the UK Government.

13. In discussion the following points were made:

(a) It would be important to ensure key stakeholder buy-in to any proposed changes to the coordination of national emergency responses. To assist with this it was planned to have an event at the end of summer to which relevant stakeholders would be invited to share their views on the proposed changes;

(b) It would be helpful if the organisation developed communications with the aim of providing a better understanding of emergency stakeholders, and other relevant agencies roles.

14. **The Cabinet Sub-Committee agreed** that plans should be developed for enhancing the SGoRR response function in collaboration with key stakeholders.

**(Action: Scottish Resilience)**

### **Any Other Business**



15. None.

Cabinet Secretariat

July 2010