

**Scottish Resilience Partnership (SRP) 18 April 2018 Meeting  
Summary of Discussion and Actions – for SRP members' use**

**SRP Attendance**

**Name Redacted** – West of Scotland RRP (Chair)  
Gillian Russell – Scottish Government  
**Name Redacted** – Scottish Fire and Rescue Service (covering Alasdair Hay as on leave)  
**Name Redacted** – Police Scotland  
**Name Redacted** – North of Scotland RRP  
**Name Redacted** – NHS Scotland – Scottish Ambulance Service (and covering NHS Scotland – Territorial Boards as Calum Campbell is on leave)  
**Name Redacted** – East of Scotland RRP

*Deputy First Minister (DFM)/Minster for Resilience*

John Swinney (Agenda Items 2 and 3 and the start of Agenda Item 4)

*Observer*

Mike Bill - Maritime and Coastguard Agency

**Apologies**

Alasdair Hay – Scottish Fire and Rescue Service  
Calum Campbell – NHS Scotland – Territorial Boards  
Graham Hope – SOLACE  
Jim Savege – SOLACE  
Terry A'Hearn – SEPA

***Agenda Item 2 – Progress against SRP 26 October 2017 actions***

**Irrelevant & Sensitive**

***NCSC Advisory on Malicious Cyber Activity***

**Irrelevant & Sensitive**

Irrelevant & Sensitive

## **Pandemic Flu**

Brief updates on work being done to assess and address significant issues associated with pandemic flu were provided by the three SRP RRP representatives.

Key points and questions raised included:

- Issues that may be escalated to the SRP at a later time may include requests for clarity around potential legislative/procedural easements, and national procurement of essential equipment and facilities
- Is the tendency to focus on planning and assessing worst case scenarios rather than on lesser scenarios the best approach?
- Is there a national approach for communications and posters with regards to flu hygiene?
- The real issues may be around longer term recovery. There is a view that we may be able to continue to provide critical services relatively easily and for a relatively long time but are not prepared for longer term recovery and the 'knock-on' inter-dependencies

### ***Agenda item 3 – February/March 2018 severe weather event – preparedness, response and lessons***

**Name Redacted** provided an overview of the warnings issued for snow accompanied by strong winds. The first warnings were given 5 days ahead which is very unusual to be able to warn that far ahead. This accuracy in forecasting and the advance warnings issued was commended.

DFM said that it had been a challenging time but the handling of the situation had been very good and strong. He said there are always lessons to learn and how we manage future events. He was grateful for advance warnings about school closures and the resulting alleviation of pressure on the transport networks. He was meeting with HGV representatives and the Transport Minister to discuss issues that arose during the severe weather.

Key discussion points covered:

- There is a need to translate the advice and warnings from the Met Office into clear, meaningful and sharp directions to members of the public as well as our own staff

- Although many organisations had previously defined essential people and groups, this incident resulted in such definitions expanding and/or people not recognising they were essential
- It is not clear what should escalate and/or change when a Red Warning is issued
- There are some examples where more collaboration and co-ordination is needed within the resilience community. For example – power companies were not impacted as much as previous incidents so had 4x4 availability.
- There was a need for consistency of messaging as there had been too many differing communications issued between different players. However there is also sometimes a need to go against the general messaging. For example – 75% of Highland and Islands schools remained open.
- Staff turnover and movement meant that there was not always the depth of understanding at some levels. There is a need to ensure that as people move through the different levels, lessons relevant to that level (or corporate knowledge) are passed to them/incorporated into their learning.

These discussion points will feed into a Resilience Division analysis of the lessons identified and actions agreed from individual and multi-agency debriefs currently being completed by individual organisations, SGoR (Scottish Government Resilience) and Local and Regional Resilience Partnerships.

### **Action**

2. Progress against agreed actions to address key national lessons identified from the February/March 2018 severe weather event to be provided to the SRP prior to the 2018/2019 winter season.

### ***Agenda Item 4 – Strategic review of resilience multi-agency learning and exercising***

**Name** provided an overview of findings and recommendations from the strategic review of multi-agency learning and exercising. A copy of his presentation and his speaking notes are on the ResilienceDirect SRP 18 April 2018 Meeting page:  
<https://collaborate.resilience.gov.uk/RDSservice/home/134268/SRP-Meeting-4---18-April-2018>

Key points covered included:

- There is a desire to improve from resilience practitioners
- We will be under more scrutiny
- Resilience practitioners need to know what they need to do for their own organisation as well as the partnership
- Academic evidence and reports consistently show that lessons are not being learnt sufficiently
- We need to prepare our people – and be assured that they are prepared
- We need a culture for learning
- Currently with competing demands Learning and Exercising is recognised as important but is not a top priority

The SRP acknowledged that:

- There is a need for a more co-ordinated and integrated approach to learning and exercising across the cluttered landscape
- A national framework and/or strategy may assist cohesiveness and identifying and assessing learning
- Resilience should be part of everyone's role – and we need to assist people understand this
- There may be issues around culture that need to be addressed including determining what culture we want
- Instead of talking about capacity there may be a need to determine what priority multi-agency learning and exercising needs or should have
- 'A virtual roof' of existing resources located within RRP, ScoRDS and SMARTEU may be required although we should carefully consider what we currently have before taking action. There was acknowledgement of the excellent resources currently available.
- There is a need for better succession planning that also includes how lessons learnt at one level are transferred to the next level
- It may be beneficial to explore other concepts such as command coaching (in control rooms)
- A greater focus is required on the before and after (not just the response)

The SRP broadly support the review recommendations and are keen that work commences soon to understand in more detail the governance and leadership challenges and how best to address these.

### **Action**

3. **Name Redacted** (as SRP chair) will lead a group of representatives (as outlined in Recommendation 2 of the Report) to determine a plan for taking the recommendations forward. This plan will be presented to the SRP (either at a special meeting called or through written correspondence) before the next scheduled SRP meeting in October.

### ***Agenda Item 5 – A Civil Contingencies Resilience Vision for Scotland***

**Name Redacted** opened up discussion on a draft Civil Contingencies Resilience Vision for Scotland based on the principles established in Preparing Scotland.

There was some discussion as to the value and purpose of the vision statement. The SRP concluded that such a vision confirms Scotland's approach, provides a common language and a point of reference for all resilience partners.

Some suggestions were made to the wording are noted below:

- The word 'better' should be deleted from the overview statement
- It would be useful to refer to the people of Scotland

It was also confirmed that the national performance framework outcomes would be reflected in the final vision (as indicated in the Supporting Paper).

### **Action**

4. SRP Secretariat to incorporate changes to the draft vision and distribute to SRP members for final comment including canvassing SRP views on how the vision should be used.

### **Agenda Item 6 – Scotland's assessment of risk**

**Name Redacted** updated the SRP on the recently published Scottish Risk Assessment (SRA) and plans for its future development.

The SRP agreed that the SRA was an easy to read, useful and accessible document. It has an Official-Sensitive marking because it is not available to members of the public. Members of the public are informed about risks through the Community Risk Registers.

### **Action**

5. SRP members to promote the use of the SRA in line with Resilience Division work ensuring that the right people are accessing and using it (including perhaps linking it with individual organisational risk registers).

6. Resilience Division to attend a SOLACE meeting to widen SRA knowledge across Local Authorities.

### **Agenda Item 7 – Future agenda items**

It was agreed that future agenda items should include:

- A review of the cyber threat (and maybe a brief overview of where we currently are with top 5 risks in the SRA)
- An update on the Strategic Review of Multi-Agency Learning and Exercising work
- An overview on Scotland's preparedness based on the RRP Risk and Preparedness Assessments and Critical Infrastructure Sector Assessments
- A discussion on purpose, value and membership of the SRP (which was postponed from the April 2018 meeting because several SRP members were not able to attend)
- Meeting with Katharine Hammond (Head of the Civil Contingencies Secretariat, UK Government) to discuss response and consequence management of Grenfell (an action carried forward from the October 2017 meeting)