

Scottish Resilience Partnership (SRP) 26 October 2017 Meeting Summary of Discussion and Actions – for SRP members' use

SRP Attendance

Name Redacted – West of Scotland RRP (Chair)

Jim Savege – SOLACE

Name Redacted NHS Scotland – Scottish Ambulance Service

Name Redacted – NHS Scotland – Territorial Boards

Johnny Gwynne – Police Scotland

Terry A'Hearn – SEPA

Rhona Geisler – East of Scotland RRP

Gillian Russell – Scottish Government

To be briefed post meeting

Graham Hope – SOLACE

Iain Bushell – Scottish Fire and Rescue Service (covering Alasdair Hay while on leave)

John Hawkins – North of Scotland RRP

Maritime and Coastguard Agency

Agenda Item 2 – Progress against SRP March 2017 meeting actions – in particular the Cyber Resilience actions

Discussion Summary

Andy Drought (Head of Cyber Resilience Unit, Scottish Government) updated the SRP on key cyber resilience activity since the March SRP cyber resilience briefing:

- The WannaCry incident - classed as a Category 2 incident by the National Cyber Security Centre (NCSC) – noting that the senior NCSC representatives have stated publicly that within the next few years the UK is likely to have a Category 1 incident
- The SRP/National Cyber Resilience Leaders Board (NCRLB) session with the NCSC held on 5 September – noting that these links need to continue. In particular Scotland should be clear what they would like from the NCSC as DFM is confident that a better response will be gained if we are.
- The Programme for Government commitments – including the launch of the Public Sector Action Plan for 8 November 2017 – welcomed and supported by the SRP, in particular for its usefulness in de-mystifying cyber so that cyber resilience can be mainstreamed into daily life
- Leadership and support from SRP members for their organisations to become cyber catalysts

The SRP raised questions as to the extent to which if one public body is not prepared others are impacted, and the extent to which public messages should be co-ordinated given the number of cyber-attacks occurring.

The SRP were keen to emphasise the importance of having good incident response processes in place and back-ups for when cyber-attacks do happen. They also re-

confirmed their role in championing cyber resilience through the cyber catalysts and public sector action plan programmes.

Arising from the discussion and a broad suggestion that young people use and understand digital more, SRP members were asked if their Boards reflected young people's experiences and views.

Actions

1. SG Cyber Resilience Unit to arrange for the NCSC (National Cyber Security Centre) to provide the SRP with more details about the classification and likelihood of cyber incidents.
2. SRP members to champion cyber resilience through the cyber catalysts programme.

Agenda Item 3 – Pandemic Flu

Discussion Summary

Gregor Smith (Deputy Chief Medical Officer) and Name Redacted (Head of Resilience Response and Communications Unit, Scottish Government) briefed the SRP. Key points covered included:

- We cannot be complacent in relation to the threat posed by a new pandemic flu, which could happen at any time – noting that we may get some lead-in time – but this may be reduced because of globalisation and travel
- We perhaps are blasé about pandemic flu – and the need for hard decisions as to priority of treatment
- As a serious pandemic flu will affect the whole of society, it is crucial that it is dealt with as a multi-agency function. Interdependencies need to be understood.
- Having effective Business Continuity arrangements which consider the scale and duration of the pandemic threat is vital

The SRP raised several questions

- How much are our exercises assessing our level of preparedness – or the right type of preparedness? - particularly if a pandemic flu incident will require the capacity to decide (adaptive leadership), public communications and dealing with the known unknowns.
- Do we collectively know what services will shut down – and the impact on other services? How do we priorities services as a country?
- How do we educate and influence – and be ethical? Can we use other campaigns such as 'Ready for Winter/Ready for Anything' to get the message out there?

The SRP concluded that comprehensive plans were in place but wished to gain greater assurance that plans were indeed realistic and current, were factoring in societal challenges (such as the aging population) and had identified significant issues that may not be able to be managed when a pandemic flu incident occurs.

Actions

3. SRP to ask RRP to advise what the significant issues are associated with pandemic flu that may not be possible to deal with.
4. SRP to ask RRP to advise the extent to which inter-dependencies between agencies have been assessed.
5. SRP members to report back the extent to which their Business Continuity Plans are designed for long-term, slow-burn issues such as Pandemic Flu.

Agenda Item 4 – Intensive Mass Fatalities

Discussion Summary

Name Redacted (in his role as Chair of the Scottish Mass Fatalities Working Group) briefed the SRP. Key points covered included:

- Work is currently being completed on establishing local and regional mortuary capacity/capability
- There is a need to further develop understanding of what the 'tipping points' are for response to move from local to national
- The West of Scotland has the Queen Elizabeth (QE) University Hospital Mortuary
- The QE could be a national option once local and regional capacity has been reached – but should not be the 'default' national option for mass fatalities events if they can be dealt with at local level
- Through the RPA (Risk and Preparedness Assessment) process, the North and East of Scotland RRP have suggested tipping points of around 30-40 fatalities before national support is required

The SRP acknowledged the significant amount of work being completed on current and future preparedness to respond to an Intensive Mass Fatalities incident and is keen to ensure that this work continues to progress.

Some concern was expressed that the Scottish Mortuary Review Group was focussing on a national solution when more discussion is needed with regard to local/regional capacity/capability.

Actions

6. SRP to be kept informed of the conclusions the Scottish Mortuary Review Group reach with regard to mortuary provision and governance arrangements across Scotland.
7. SRP to remind RRP to bring significant issues that cannot be resolved at the three RRP to the SRP for their consideration, particularly issues that may require collective resources.

Agenda Item 5 – Grenfell Tower Discussion – ‘If a Grenfell Tower incident happened in Scotland, how confident are we in our response?’

Discussion Summary

Discussion included:

- An assessment that Scotland would have had a more co-ordinated and proactive response because people and organisations regularly exercise and work together – and most importantly, know each other. However this assessment was also balanced by questions asking if we have the evidence to support such assurance.
- Questions were asked if our senior leaders are indeed involved in exercises (and are these exercises real-world collaborative exercises) and are we really learning lessons.
- Three key human factors were identified as essential for such a response:
 - Surrounding yourself with the right team (who will tell you if you are going off-track)
 - Having adaptive leadership (in unexpected circumstances) and an ability to make decisions/judgements
 - Understanding and sharing the collective resource – for example, leadership (although would we be willing to bring in an ‘outsider’)

Several conclusions were reached from the discussion:

- There is a need to understand the learning from Grenfell – and reviewing lessons identified from such significant incidents as this is in line with the SRP purpose of collective dialogue and assurance
- It would be good though to learn what we can now – without jeopardising inquiries

Actions

8. Scottish Government to invite Katherine Hammond from the Civil Contingencies Secretariat (UK Government) to share her perspectives with the SRP based on her Grenfell Tower role to assist the SRP consider what we can learn now from Grenfell.
9. SRP to review learning identified from significant incidents to assess Scotland’s collective ability to respond.

Agenda Items 6 and 7 - Future agenda items and AOB

Discussion Summary

Future agenda items for the April 2018 were discussed. They include:

- Considering the recommendations of a strategic review of multi-agency resilience learning and exercising Allan Moffat is leading supported by an Advisory Group
- Considering the parameters and next steps for the development of a Resilience Vision – noting that Resilience Division Officials are suggesting that initially a Resilience Vision should be a ‘Civil Contingencies Resilience

Vision' that is aligned (but does not necessarily address at this stage) the wider resilience context

- An update of Scotland's assessment of risk and preparedness – based on RRP RPAs (Risk and Preparedness Assessments), Essential Services Impact Assessments and Scottish Government Policy Leads Assessments

SRP welcomed the strategic review of multi-agency resilience learning and exercising particularly given their Grenfell Tower discussion where having the right resilience leadership and culture were identified as key components for an effective response. Questions were raised as to whether resilience practitioners rather than senior leaders were attending learning and exercising activities.

A 'Civil Contingencies Resilience Vision' needs to be able to link and where possible align to the wider context and other frameworks (such as the Justice Vision and Priorities and National Outcome 11 work re. Cohesive Communities). The Scottish Government is currently refreshing its Outcomes.

Actions

10. The 18 April 2018 SRP meeting agenda to include Consideration of Learning and Exercising Review Recommendations; Development of a 'Civil Contingencies Resilience Vision'; and An Assessment of Risk and Preparedness for Scotland.
11. SRP secretariat to share the Justice Vision and Priorities with SRP members in preparation for the Civil Contingencies Resilience Vision discussion.