

Message

From: [redacted] Cabinet Office [Flex-C] [redacted]@cabinet-office.x.gsi.gov.uk
on behalf of [redacted] - Cabinet Office [Flex-C] <[redacted]@cabinet-office.x.gsi.gov.uk>
[redacted]@cabinet-office.x.gsi.gov.uk
Sent: 24/09/2018 18:22:59
To: Tallantire, Peter - Cabinet Office [Flex-C] [Peter.Tallantire@cabinet-office.x.gsi.gov.uk]; [redacted] - ISRG
Civil Contingencies Secretariat (Cabinet Office) [redacted]@cabinet-office.x.gsi.gov.uk; [redacted]
ISRG Civil Contingencies Secretariat (Cabinet Office) [redacted] cabinet-office.x.gsi.gov.uk
CC: Hammond, Katharine - [Flex-C] [Katharine.Hammond@cabinet-office.x.gsi.gov.uk]; CCS Deputy Directors
[CCSDeputyDirectors@cabinet-office.x.gsi.gov.uk]; [redacted]@cabinet-office.x.gsi.gov.uk];
Grant, Natasha -ISRG Civil Contingencies Secretariat [Natasha.Grant@cabinet-office.x.gsi.gov.uk]
Subject: RE: NSCR Implementation & Prioritisation - National Resilience- Official Sensitive

And on my side...

ASSURANCE: to take a slightly broader view there are three elements to this work:

Standards: these are progressing well in both production and reception. The core set of 12 was released to RD in July, three more are in consultation and five more are in early stage development. A group of 20 LRFs are piloting the standards, providing valuable insights on how they can be applied to inform development and evidenced to inform assessment and assurance. A peer network is taking shape.

Assurance: in the absence of funding no substantial further design work has been done in respect of assurance of local resilience capabilities and readiness, but please note the following: the developing set of standards provides us with the yardsticks for self-assessment, peer review and/or external scrutiny, so that critical component for local assurance will be fully in place by Q2 2019; colleagues across CCS are collaborating to ensure the coherence of approaches to assurance of national and local resilience capabilities; and CCS is collaborating with MHCLG RED to ensure the principal departments are in step.

Continuous improvement: assurance has always been identified as a means to the end of continuous improvement, and work is proceeding to: establish an authoritative 'knowledge hub' on ResilienceDirect as the authoritative repository of guidance, good practice, standards and supporting materials; establish a way of working that links CCS, RED, other departments and agencies, regulators and LRFs to identify, capture and promote good and leading practice; and strengthen training and exercising opportunities for the development and validation of resilience capabilities.

Best wishes, [redacted]

From: Tallantire, Peter - Cabinet Office [Flex-C]

Sent: 21 September 2018 13:05

[See recipients listed above]

Subject: RE: NSCR Implementation & Prioritisation - National Resilience- Official Sensitive

On my side,

Crisis network

NR and team are on track to deliver a feasibility study next month into the idea of a crisis management professional network and the associated pool of tactical CM advisors who could advise and support leaders in departments as necessary in an emergency. That will include proposals on scope and timelines. We will be better placed to advise on resourcing once that work has been completed.

LGD Expectation set

NR and **NR** are currently talking to departments to better understand what they and we want from the work, interdependencies and a workplan. The aim is to complete that by the end of the year taking into account the conclusions from on-going HO and Defra Salisbury lessons. Pulling together the document itself will follow and will need considerable LGD engagement, so is likely to depend on Brexit etc. It will also need input from **NR** side on the recovery aspects.

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From: **NR** - ISRG Civil Contingencies Secretariat (Cabinet Office)

Sent: 21 September 2018 06:30

[See recipients listed above]

Subject: Re: NSCR Implementation & Prioritisation - National Resilience- Official Sensitive

Morning folks

This is less my bag than others but a couple of thoughts:

- we do need to prioritise hard across the piece currently but a fair bit of nscr feels very important and potentially game changing
- whilst we're sadly losing **NR** we have 3 folk coming in who I understand will play a role on this - **NR**, **NR** and (I think also) **NR**. I'm certainly envisaging **NR** spending 30-40 per cent of her time on this (deployable task force and maybe some of the LGa interactions)

Ideally those guys would get their feet under the table and help shape this. But with a looming thrc o we could revisit the plans and make sure it gives **NR** and the new starters a good platform

It's not my bag but it matters a lot to me and RR, and with **NR** being out, I'm happy to help get the slides in order for next week

NR

Sent from my iPhone

On 20 Sep 2018, at 10:32, [Name] - ISRG Civil Contingencies Secretariat (Cabinet Office)

[Name Redacted]@cabinet-office.x.gsi.gov.uk> wrote:

Hello,

This may have already been circulated by and discussed with [NR] a few weeks ago. As [NR] is on leave this week and THRC (R)(O), our NRP NSSIG, is fast approaching on Tuesday 25th, I wanted to make sure I had got a collective SMT steer on the strategic direction for the NRP.

Issue

Concerns were raised at the MHCLG and CCS shared governance board on 3rd September regarding the deliverability of the CCS components of the NSCR resilience strand. This is due to a range of factors including; other competing priorities e.g. Yellow Hammer, the relative prioritisation of NSCR implementation to other key pieces of work and the recent number of CCS staff moves with vacancies being carried.

A steer is being sought from SMT on next steps in light of this.

Background

A series of NSCR recommendations were put to NSC in January and approved. Since then it was made clear that NSCR delivery needed to be in a fiscally neutral environment. A revised proposition for national resilience was developed, with activity continuing in each of the four sub-areas (victims, assurance, overstretch and surge). A submission was put to the Minister for Implementation on this basis in July.

Where are we now?

The shared governance board with CCS and MHCLG has met twice. At the last meeting on 3 September, a project plan for all workstreams was discussed.

In w/c 3 September, NSS kicked off the Annual Posture Review (APR) which is an internal stock take on where things are and NSS priorities over the next 12 months. It will also form a piece of the NSS Spending Review evidence base. While the APR will cover NSCR implementation, it is a broader look at priorities. The findings of the APR will be discussed by NSC (SDSR) in late November^[1]. This feels like a helpful review of priorities in the round. The High Priority Projects team is engaging closely with the relevant teams in NSS to understand more about the expectations of the APR and our contribution to it. A formal commission to NSSIG SROs is expected shortly.

Key considerations and potential ways forward

Given pressures within CCS, we are seeking a steer from SMT on whether any further prioritisation of NSCR deliverables is needed at this time. Subject to your views we can work up a more detailed proposition based on the evidence. Key questions that the High Priority Projects Team have started to consider are but would like a steer from SMT on are:

- the priority to be given to NSCR implementation relative to other priorities in the short to medium term;
- whether work should continue to be taken forward in all four areas covered by the national resilience strand of the NSCR (i.e. victims, assurance, overstretch and surge);
- the balance between scoping activity and delivery;
- the timeframes being worked to and whether they still feel right, in May we said NSCR implementation would be concentrated in the next 12 months; and
- whether other departments could take more of a role in NSCR delivery.

Any change in prioritisation for CCS will need to be carefully communicated to OGDs, as it may impact on their prioritisation of NSCR implementation relative to other activities.

^[1] MHCLG does not sit on this Committee -

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/685004/20180301_Cabinet_Committees_and_Implementation_Taskforces.pdf.

Information to support further prioritisation

The evidence base for further enhancing resilience has developed since the NSCR was conducted last summer. There are a number of key themes from recent central government lessons learnt pertinent to national resilience. These include the need for:

- continued IT improvements and the ability to effectively share classified information;
- ongoing COBR upgrade work;
- further training across NSS in crisis management (e.g. CGERT);
- clearer roles, responsibilities and appropriate assurance mechanisms for Lead Government Departments; and
- increased capability and capacity to surge.

In addition to recent central government lessons learnt exercises, there are a range of other recent reviews and reports which also support the recommendations in the resilience strand of the NSCR. This includes the Multi-Agency Flood Plan Review led by **NR**, the Kerslake Report into the Manchester Arena Attack and the ongoing Grenfell Inquiry.

It is worth noting that some of the proposals from our current NRP position with potential for biggest impact are not necessarily quick wins, external facing or well developed at this time.

Next steps

Subject to feedback from SMT, the High Priority Projects Team is happy to undertake more work and also draft the THRC (R) (O) slides accordingly. We would also welcome a wider discussion with you on our NRP NSSIG and whether it performing the right function. We want to consider this in light of the IU review of CCS governance which took place over summer. If there are any results from this it would be helpful to see. We plan to cover NSSIG expectations in our THRC R O slides.

Many thanks,

Name Redacted

<image001.jpg>

<image002.gif>

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M:

PD

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