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## **Scottish Resilience**

# **Measuring Scotland's State of Preparedness to Deal with Emergencies**

**Report to the Scottish Government and  
Scotland's Strategic Co-ordinating  
Groups on piloting Statements of  
Preparedness 2009-10**



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## Resilience

Resilience is the ability at every relevant level to detect, prevent and, if necessary, to handle and recover from disruptive challenges<sup>1</sup>.

### Scottish Resilience Framework Cycle

The Scottish Government, in partnership with local and national emergency responders in Scotland's eight Strategic Co-ordinating Groups (SCGs - including; emergency and health services, local authorities, SEPA and the utilities<sup>2</sup>) and the UK Government, is taking an evidence based approach to building Scotland's resilience. This involves looking ahead at the risks (hazards and threats) Scotland might face and then working with public services, businesses and communities to develop and improve Scotland's overall resilience to deal with the consequences of these risks, if they actually happen. This work is based on the "Scottish Resilience Framework Cycle".

The processes involved in this cycle are outlined in the diagram below. The intention is first to get as clear a view as possible of the range of risks we face (risk and impacts assessment), and then to use this information as the scale against which we can measure our capability to respond and recover if any of them actually happened. Informed decisions can then be made by Scottish Government and its partners at national and local level on how we might reduce the impact of these risks and where we might best improve our capabilities to respond (capability analysis and development).

The next steps, measuring and reporting on preparedness (which includes Statements of Preparedness from Scottish Government and SCGs), allow us get an overall picture of where we are in terms of resilience. We can then use this picture as part of the information base to drive our resilience business planning for the future. We intend to carry out the measuring and reporting on a yearly basis. Repeating the steps in the cycle should lead to a process of continuous updating of the range of risks we face and maintenance and improvement in our ability to deal with them if they happen. The cycle also includes our development of other core activities, such as production of guidance, training and exercising, continuous professional development and learning lessons. These activities link in to the cycle at a number of its steps and are thus shown in the centre of the diagram below.



**Diag 1: The Scottish Resilience Framework Cycle**

<sup>1</sup> As defined in the *Preparing Scotland* guidance - <http://www.scotland.gov.uk/Publications/2007/06/12094636/3>

<sup>2</sup> Scottish and UK emergency responders work co-operatively to prepare for and respond to emergencies in eight Scottish local Strategic Co-ordinating Groups – SCGs – covering each of the eight police force areas.

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# Measuring Scotland's State of Preparedness to Deal with Emergencies

## SECTION 1: CONTEXT AND BACKGROUND

### Purpose of Report

1. This report provides an overview of the results from the first pilot exercise to produce Statements of Preparedness. These statements are a major part of the measuring preparedness process which gathers information to help assess Scotland's readiness to deal with emergencies. Measuring preparedness is a step in the Resilience Framework Cycle – the overall process of resilience work undertaken by Scottish Government and the eight Scottish Strategic Co-ordinating Groups (SCGs). A summary of this process is provided on the inside front cover of this report.
2. The information gathered throughout this pilot helps us identify Scotland's readiness to deal with emergencies and will be used as part of the information base to drive resilience business planning for Scottish Government and the SCGs. This should allow more focussed planning and targeted allocation of resources. This is the first time that SCGs and Scottish Government have gone through the process of preparing the statements. The experience of this year will help to inform and shape how the statements develop in the future.

### Background

3. This report is based on work carried out across Scottish Government sectors and the eight Scottish SCGs from October 2009 to January 2010. The report highlights strengths and areas for further development and is the first time such a statement has been produced across national and local levels in Scotland<sup>3</sup>.
4. Scotland's ability to prepare for, respond to, and recover from emergencies is a core function of national government and of the responder organisations in Scotland. Analysis of the detailed information in the statements has allowed us to create for the first time a comprehensive picture of Scotland's state of preparedness to deal with emergencies. Whilst this process was a pilot, and as such there are lessons to be learned from the process and the resulting data, the information gathered provides a useful overview of the current status and identifies strengths and areas for further development.
5. The "snapshot" picture of Scotland's preparedness presented here is derived from the analysis of detailed information gathered through piloting the Statements of Preparedness process across Scottish Government and the eight SCGs. Scottish and UK National responders - such as SEPA and the Maritime and Coastguard Agency - were not asked to complete their own statements in this pilot stage but did contribute through the SCGs.
6. Statements of Preparedness will not be used for audit or performance measurement.

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<sup>3</sup> Previous research in 2006 by the Coventry Centre for Disaster Management on behalf of the then Scottish Executive covered capability mapping only for the eight Scottish SCGs.

## Aims and Expectations

7. The Measuring Preparedness process (comprising Statements of Preparedness, supporting guidance and tools, and peer-led visits) has been developed to encourage continuous improvement in resilience across Scotland through developing collective consideration and reflection and sound decision making based on good information.
8. The process should be owned by the whole resilience community and has been developed by Scottish Resilience to that end, through consultation with its resilience partners in the SCGs and across Scottish Government. Further details of the Statements of Preparedness process are given in Annex A.
9. The purpose of the pilot is to generate initial responses to guide activity over the coming year, but also to test the processes involved and to gather feedback from those involved to improve the process for future rounds. The experience of going through the process of completing a statement should be as useful for SCGs and Scottish Government staff in examining their current resilience work as the final output should be in reporting progress and informing future work programmes.
10. Work on measuring preparedness also addresses one of the recommendations from the Audit Scotland Report on Civil Contingencies Planning in Scotland, that *"Local responders, SCGs and the Scottish Government should develop arrangements for managing, monitoring and reporting their performance"* (Link – [http://www.audit-scotland.gov.uk/docs/central/2009/nr\\_090806\\_civil\\_contingencies.pdf](http://www.audit-scotland.gov.uk/docs/central/2009/nr_090806_civil_contingencies.pdf))

## SECTION 2 - OVERVIEW OF CURRENT PREPAREDNESS

1. This section highlights the key issues and common themes from across Scottish Government and the SCGs. The totality of the responses will be used to inform the Scottish Government's forward business planning for resilience but will also be of value to SCGs in developing their business planning against a wider picture.
2. The outline below provides an aggregated response, highlighting key issues and common themes. It does not provide the detail of individual responses. Further detailed background information was collated and this will be used in discussions between Scottish Resilience and individual Scottish Government sectors and SCGs, and between partners in each SCG, on support and development of specific areas of their resilience work.
3. **Overall Preparedness.** A generally sound state of preparedness is reported by SCGs and Scottish Government across their main response capabilities and enabling processes. The returns from both government and responders showed a general two to one ratio in scoring for Achieving or Maintaining compared to Developing, across the response and enabling categories (see Annex B for more detail).
4. This is in agreement with the findings of the Audit Scotland report into Civil Contingencies Planning, published in August 2009 and has been reflected in the handling of recent emergencies including the 'flu pandemic, flooding in October to November 2009 and severe weather in December to January 2010.

## PART 1: STRATEGIC CO-ORDINATING GROUPS

### Scotland's Eight Strategic Co-ordinating Groups

5. The SCGs are the multi-agency organisational groups which encompass the co-operative activities of Category 1 and 2 responders (as defined in the Civil Contingencies Act 2004) in preparation for and response to emergencies. Further details can be found at <http://www.scotland.gov.uk/Topics/Justice/public-safety/emergencies>
6. The SCGs were asked to highlight areas for further development, key issues and common themes for Scottish Government to consider. As would be expected, across the eight SCGs there were a number of common elements identified. These are discussed below. We have deliberately not identified which SCGs were the source of particular comments: this is in keeping with the principle that the statements are not designed to comment on the performance of any particular responder or SCG.

### Areas Identified for Further Development.

7. SCGs were asked to identify areas for further development against specified categories (see Annex B, Table 1 for more detail). Whilst each SCG identified distinct areas for further development, there are some commonalities across the responses and the key elements highlighted included the following:

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- **Recovery**

8. Six SCGs highlighted the area of recovery as requiring further development. Scotland has taken a different approach from that taken in England and Wales. The Scottish approach aims to be more streamlined, however due to delays, the SCGs have only just received the first draft of recovery guidance. This is an area that will require further development to ensure the guidance is adopted and implemented locally. Scottish Government has offered workshops to discuss the guidance prior to it being finalised. Recovery has also not formed a major part of exercises to date and this is something which will be addressed in the future. SCGs noted that the advice to businesses on recovery has been inconsistent to date and this will require further development by both Scottish Government and the SCGs.

*'Concern over timescale for production of Scottish guidance (Preparing Scotland?) and integration with arrangements for UK-level planning.'*  
(Illustrative SCG quote)

- **Mass Fatalities:**

9. Five SCGs raised mass fatalities as an area for further development, primarily relating to the need to exercise the mass fatalities capability and procedures.

*'Resources available within local communities are incapable of coping with Mass Fatalities of any size.'* (Illustrative SCG quote)

10. Throughout the course of 2009, significant work on mass fatalities was undertaken in response to the 'flu pandemic. Whilst the fatality levels did not come close to initial predictions, this work helped to identify gaps in our ability to deal with high levels of fatalities in a pandemic situation.

### **Key Issues and Common Themes for Scottish Government to consider.**

11. Significant numbers of SCGs (more than half) also raised issues relating to Care for People and Mass Evacuation (where in both cases there has recently been new policy and guidance which now needs to be bed in) and Mutual Aid, where further work is required both within SCG areas and cross-boundary/cross-border.
12. In addition to raising areas for development, SCGs were also asked to identify issues for Scottish Government to consider against defined categories. SCGs and Scottish Government are in very regular contact, and as such many of the issues identified are already being worked on. However the Statements of Preparedness exercise provides a useful opportunity for these to be formally collated and consolidated. Scottish Government will now consider and discuss with SCGs how best to progress these matters (see Annex B, Table 2 for more detail).
13. The key issues raised by more than half of the SCGs were the following:

- **Information Sharing**

14. Five SCGs raised the issue of information sharing. In completing the statements, SCGs highlighted the need for better focus and co-ordination of routine and emergency information, including public information from Scottish Government to SCGs.

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*'no multi-agency SCG website to provide a public facing warning and informing solution. Each partner has an IT platform to deliver such a message but a single product would be beneficial in linking to the developing Scottish Government "Ready Scotland" website'.*

*'Limitations in ability to handle sensitive information and public call handling in an emergency has also been identified as a multi-agency capability limitation. Procedures for sharing information with utilities also requires review.'*  
(Illustrative SCG quotes)

- **Governance**

15. Half of the SCGs raised the issue of governance and their wish for clarification of governance and accountability. SCGs requested: clarity regarding the synergy with Scottish Resilience aims and priorities; clarity regarding the role of the Resilience Advisory Board Scotland (RABS) including its sub-groups; and a need for Scottish Resilience to have a clear understanding of the role of the SCG.

*'The "legal identity" of the SCG remains questionable and requires to be addressed under the Civil Contingencies Act Enhancement Programme.'*

*'There is lack of clarity in respect of the financing of SCG related work streams across the Category 1 and 2 Responders.'*

*'Overall role of SCG in time of crisis.'*  
(Illustrative SCG quotes)

### **Common Themes in Strategic Objectives and Key Tasks:**

16. SCGs were also asked to identify their own strategic objectives & key tasks and lessons identified.
17. As expected, SCGs identified significant commonalities in their strategic objectives and key tasks, with the most commonly cited including Risk Registers, Partnership Agreements, Capabilities Analysis and Training. Given the duties conferred on SCGs by the Civil Contingencies Act it is unsurprising that the majority of SCGs have highlighted broadly similar strategic objectives and key tasks. The differences in responses reflect different local approaches which is entirely appropriate given the regional focus and the differences in local priorities. The extent to which SCGs focus on the 'response' stage of the resilience cycle is of note and there is perhaps an opportunity for increased focus on preparation and recovery. This transition to an increased focus on recovery is also a global trend in the resilience arena.



## Common Themes in Lessons Identified

18. SCGs were asked to draw out lessons learned from incidents and from training and exercising which may be of relevance to Scottish Government and / or other SCGs. Each SCG has its own way of identifying and implementing lessons from such events. Specific types of lessons learned that were identified by SCGs included lessons regarding emergency Information and communications (raised by three SCGs), SCG role in emergencies (also raised by three SCGs). Further details are attached in Annex B.
19. These lessons will also be used to inform Scottish Resilience and SCG business planning. The detail provided will be particularly useful for the development of partnership working and the memoranda of understanding between Scottish Resilience and individual SCGs.
20. The identification of issues concerning information sharing, governance and lessons is consistent with the Audit Scotland (AS) report. For example:
  - On information sharing, AS recommends that -  
*'The Scottish Government and SCG partners should agree a standard approach to the sharing of civil contingencies planning information across Scotland' and 'The Scottish Government should review how it engages with those individuals who have day-to-day responsibility for civil contingencies planning, and ensure that it provides clear and consistent information'.*
  - On lessons, as an area with scope for further work, AS recommends that –  
*'SCG partners and the Scottish and UK Governments should ensure that lessons learned from training and exercising activities are systematically shared and that monitoring arrangements are in place to ensure their effective implementation.'*

## PART 2: SCOTTISH GOVERNMENT

### 2 (a) Scottish Government Sectors

21. The Scottish Government includes a number of specialised sectors whose activities include development of policy, guidance and direct support to front-line responders as well as those who look at Scottish Government's own direct roles in preparing for and responding to emergencies. Individual sectors were asked to highlight areas for further development and key issues that they are working on, and common themes for Scottish Resilience to consider.
22. The tendency of Scottish Government sector staff to focus on more specialised topics, and more on policy issues rather than matters of operational response, means that Scottish Government sector staff have emphasised different aspects of resilience work compared to the emergency responders within SCGs. As might be expected, Scottish Government sectors have responded with more of an overall emphasis towards enabling rather than response issues.

### Areas Identified for Further Development.

23. Scottish Government sectors were asked to identify areas for further development against specified categories. Given the breadth of sectors that completed the statements, there were naturally a range of responses. The key areas raised are those where work is already ongoing to further develop capability, and preparedness. The following are the most significant areas which were identified in the Scottish Government sector responses (see Annex B, Table 3 for more details).

- **Business Continuity Management**

24. There is a need for further development to enhance the Scottish Government's capacity in high level and widespread emergencies including pandemic 'flu, severe weather events, animal health and pollution-related emergencies.
25. The need for increased Scottish Government organisational planning, training & exercising for Scottish Government staff was also raised as a core component of BCM which needs to be further developed.
26. Local business continuity management arrangements for fuel in the context of National Fuel Plan activation also need to be developed further.

- **Environment**

27. The current Environment Emergency Plan requires to be reviewed. This work will enhance Scotland's preparedness to respond to and recover from emergencies with an environmental impact. The Environment Emergency plan currently excludes marine and maritime issues.
28. The need for increased Scottish Government response capability and cross Government co-ordination was raised in the particular context of Pollution Emergencies.
29. There is a need for increased training and exercising for Scottish Government staff on response to pollution events on land or pollution entering the sea from land where SEPA may be the lead in arranging the response. This was raised by

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two Scottish Government sector teams. Marine Scotland and SEPA have discussed interim arrangements on contacting relevant duty officers to ensure that the interface between land and sea is addressed at an early stage in the response to an incident thought to have originated on land.

30. While a number of Marine Scotland staff are very well trained in the roles that they would have to fulfil in the event of a marine emergency that might lead to pollution affecting UK waters adjacent to Scotland, there is dependency on a few key individuals. A 'Marine Scotland Emergency Response Plan' is in the course of being developed with a view to setting out the steps that need to be undertaken in the event of the trained staff being unavailable through illness etc. This further business continuity work will help to improve Scotland's state of preparedness.

- **Severe Weather**

31. While recent experience has demonstrated Scotland's state of preparedness to respond to, and recover from, severe weather events, there is scope for further development. Scottish Government responses to the Statements of Preparedness indicate that there is a need for a review of the plans for pan-Scotland severe weather events with particular reference to potential implications for utilities provision.

### **Key Issues and Common Themes from Scottish Government Sectors for Scottish Resilience to consider:**

32. In addition to raising areas for development, Scottish Government sectors were also asked to identify issues for Scottish Resilience to consider against defined categories. The key issues raised are those of strategic importance and reflect the ongoing development work of Scottish Resilience to enhance Preparedness (see Annex B, Table 4 for more detail).

- **Climate Change**

33. The Scottish Government sector responses highlighted the need to do further thinking on climate change. This work is gathering momentum across Scottish Government. Responses highlighted the need to give further consideration of impact of climate change across Scottish Government sectors e.g. through a seminar on climate change for Scottish Government and SCGs and incorporating climate change impacts in Planning Assumptions. There will also be an ongoing need to engage with SCGs and responders, and to balance the longer term issue of climate change and its associated implications for resilience, with the shorter term issues of emergency incidents as they arise now.
34. Climate Change was raised due to the recent publication of the new Climate Change Adaptation Framework and the recent launch of the new Met Office data and tools online. Further work is now required to start incorporating these tools and resources in ongoing work.

- **Business Continuity Management**

35. Reflecting the fact that Scottish Government sectors are working on developing their approach to Business Continuity Management (BCM), Scottish Government responses also highlight the need for Scottish Resilience to further consider BCM across the Government. Scottish Resilience does not have ownership for BCM within Scottish Government but it does have a role to play in advising Scottish Government on business continuity and in promoting business continuity

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management to organisations with public sector funding and to the private and voluntary sectors.

### 2 (b) Scottish Resilience

#### Introduction

36. Scottish Resilience is part of the Scottish Government. It provides practical support to the frontline agencies that deliver fire and rescue services and emergency planning and response, as well as advice to Ministers and colleagues across the Scottish Government on all aspects of fire and rescue services and civil contingencies. Scottish Ministers are accountable to Parliament for the activities of Scottish Resilience, as for any other part of the Scottish Government.
37. The desired outcome that Scottish Resilience seeks to achieve is that Scotland is as prepared as possible to deal with the consequences of any national or local emergency because responder agencies and the Scottish Government are:
- preparing together on the basis of a clear view of risks;
  - have a good understanding of what capability is available locally and nationally;
  - are using resources flexibly, pragmatically and efficiently;
  - are ensuring individuals and teams are trained, exercised and evaluated adequately; and
  - are promoting resilience across the public, private and voluntary sectors.
38. Sectors within SR completed Statements of Preparedness covering these roles.

#### Areas Identified for Further Development.

- **Governance**
39. There is a need to develop policy to clarify further national and local roles and responsibilities in relation to resilience in Scotland. This includes the issues raised in the recent Audit Scotland report, and the emerging work on the Cabinet Office's Civil Contingencies Act Enhancement Programme being led by the UK Government. Work on governance will also need to further consider the role of the voluntary and private sectors in resilience, as well as the opportunities for increased community resilience such as a deeper programme of education on resilience related matters.
- **Co-ordination with other Scottish Government sectors**
40. Further briefing is required for Scottish Government resilience network staff on the resilience framework cycle steps, including their involvement in the risk and impacts assessment and measuring preparedness processes.
- **CBRN Response**
41. As has been approved by the Resilience Advisory Board for Scotland CBRN sub-group, further work is required to develop the Scottish CBRN preparedness & response strategy. A review of multi-agency preparedness conducted in 2009 has highlighted successes and identified gaps on which work is now being progressed.

- **Organisational BCM**

42. Testing and exercising BCM plans across Scottish Government.

*'Pandemic Flu didn't have the expected high impact so didn't really test plans'*  
(Illustrative Scottish Government Sector quote)

43. Review capacity for SR staff to continue core work and deal with emergency response.

*'The effort demanded of the team, and delivered, was tremendously high and unsustainable over such a prolonged period of time.'* (Illustrative Scottish Government Sector quote)

- **Training and Exercising**

44. Further work is required to ensure that staff participating in exercises (whether from responder organisations or from Scottish Government) have an adequate understanding of Integrated Emergency Management both in theory and in application. This will require further consideration to determine how the gap can be addressed.

- **Scottish Government Emergency Response**

45. There is a need for Scottish Government to develop a more consistent and structured approach to information gathering from SCGs in an emergency, including clarity on needs of responders.

46. Further work is also required to develop a more structured approach to training Scottish Government staff from the range of sectors who take part in co-ordination activities in an emergency particularly when they are required to work in the resilience room where procedures etc may be unfamiliar.

*'Recent SGoRR staff training mainly on the job'* (Illustrative Scottish Government Sector quote)

47. Planning assumptions have highlighted limitations in the capacity of the UK's National Emergency Mortuary Arrangements (NEMA) to deal with higher levels of fatalities in the case of severe "no notice" situations such as major accidents. Scottish Government would depend on these arrangements in such a situation. A NEMA workshop exercise is planned for summer 2010.

48. The areas for focus of Business Continuity Management and Training & Exercising raised by Scottish Government are consistent with the Audit Scotland recommendations that;

*'SCG partners and the Scottish Government should work together to ensure the effective targeting and coordination of exercises and training.'*

49. While the Audit Scotland report does not specifically highlight the Scottish Government's role in business continuity management, it does highlight the need for business continuity management overall.

## SECTION 3: NEXT STEPS

### Business Planning and Follow-Up

1. As outlined in section 1, the process of completing the Statements of Preparedness has been a pilot and the intention was to test the process and to gather feedback on the mechanisms etc as well as to gather data on Scotland's state of preparedness. The evaluation of the pilot is still ongoing, however early indications are that it has been a useful exercise for SCGs and the Scottish Government to review their own work streams and look at areas to focus on for further development. Whilst many of these areas of work are already in progress, completing the statements provided the opportunity to take stock and consider the key priority areas.

### Strategic Benefit to Scottish Government

2. For the Scottish Government, measuring preparedness (including the Statements of Preparedness) provides a wide evidence base of resilience capabilities across government and local areas. It also allows the Scottish Government to use the common themes and key issues identified to inform its planning to deal with the larger scale and more widespread emergencies such as severe weather, pandemics, fuel supply and utilities failures and terrorist attack. Such widespread and high impact emergencies are examples of situations where the Scottish Government may need to take a more active role in co-ordinating the response and allocating resources across Scotland. Understanding Scotland's state of preparedness will help to inform the planning, training and exercising for such emergencies and will also help to put Scotland on the front foot in responding to emergencies of this type as and when they arise.

### Benefit to Scottish Resilience

3. The statements also provide the basis for more detailed and informed discussions with individual SCGs on how the Scottish Government could support their development and where there is a need for national support, guidance, policy or solutions.
4. The information provided in the statements also gives Scottish Resilience a view of where it might focus its attention in its main areas of responsibility, for example better briefing of Scottish Government sector colleagues on the resilience framework cycle processes and completing the statements of preparedness process.

### Benefit to Scottish Government Sector Teams

5. The process of Measuring Preparedness also allows the Scottish Government sectors to review their more detailed policy and support development programmes and to improve co-ordination of these with the other resilience activities across the Scottish Government. For example, the Scottish Government pollution response arrangements are now being revised to incorporate updated UK/Scottish national arrangements

6. In terms of support for front-line responders, the information gathered allows the Scottish Government sector teams to consider what might be needed in the way of support to help development of some topics in one or more SCG areas, or where the Scottish Government might look at providing solutions at a national level e.g. the workshops on recently issued care for people guidance.

### **Benefit to Strategic Co-ordinating Groups**

7. For SCGs the process has given them an opportunity to review their overall programmes of resilience work and to highlight their own priorities and those areas they believe should be high priority activities for Scottish Government.
8. The final report also provides them with some indications of activities in other SCG areas which could lead to better sharing of good practice and opportunities to reduce duplication and develop joint working. From the other responses, SCGs have a clearer view of activities within the Scottish Government and of the areas that are being further developed e.g. climate change and business continuity management.
9. Completing the statements of preparedness also gives SCGs some confidence that their own areas of concern will be recognised by Scottish Resilience and that Scottish Resilience will support SCGs in addressing gaps in capabilities where practicable, working in conjunction with other Scottish Government sector teams.

### **The Way Forward**

10. The Statements of Preparedness process in 2009/2010 provides a starting point to this element of measuring preparedness. Further work is now required to build on the pilot results, addressing those issues which have been identified and improving the process for 2010/2011.
11. Scottish Resilience will be producing a consolidated paper for Ministers highlighting some of the key themes arising from the Statements of Preparedness and this will be presented to Ministers in March 2010. The output of the statements will then be used to inform Scottish Resilience business planning and work with the SCGs on both an individual and collective basis.
12. Of particular importance is ensuring that ongoing work to address areas for development is aligned with other initiatives including the Preparing Scotland review, and the work associated with progressing the Audit Scotland report recommendations.
13. Scottish Resilience will discuss with each SCG and Scottish Government sector team how to progress the matters raised in their statements and the milestones associated with this. The next round of the statements of preparedness will then be able to evaluate the progress made against these areas.
14. In the case of the SCGs, it may be appropriate to incorporate some of the high priority areas for development into the relevant Memorandum of Understanding. These are due to be signed off by April 2010.

## Further Development

15. Whilst feedback on the process is still being collated, several areas for consideration have already been highlighted by SCGs and/or Scottish Government sector team responses. The following areas will be considered prior to the 2010/2011 process being launched;

- consider the inclusion of selected UK and Scottish national responders with resources,
- consider the integration of additional topic areas – e.g. Critical National Infrastructure,
- consider including questions on skills capabilities and/or review the process for skills audits with the relevant individuals and organisations,
- where appropriate, consider how to integrate any essential questions from the UK capabilities survey where these are not already included,
- align any work associated with following up areas for development with the ongoing work against the Audit Scotland report recommendations.

## ANNEX A

Statements of Preparedness Process

## ANNEX B

Table 1. Summary of SCG Returns on Statements of Preparedness

Table 2. SCG Key Issues to Highlight to Scottish Government

Table 3. Summary of Scottish Government Returns on Statements of Preparedness

Table 4. Scottish Government Sector Key Issues to Highlight to Scottish Resilience



## The Statements of Preparedness Process

Statements of Preparedness templates were completed by the eight Strategic Coordinating Groups and the Scottish Government teams involved in resilience planning. Both groups were asked a series of questions covering overall preparedness, areas for further development and specific areas of concern.

The process was based on self-evaluation. The questions covered both functional response matters and 'enabling' topics.<sup>4</sup> Respondents were asked to assess the level of preparedness on each topic using a scale of three levels of maturity in preparation: Developing; Achieving; and Maintaining.

To aid respondents to define their response in terms of these levels, a detailed self-evaluation framework document was provided to SCGs and an example of a completed statement template was provided to Scottish Government sectors and SCGs. The intention was to obtain a comprehensive view of preparedness, including strengths and areas for further development.

The template was intended to encourage those involved in resilience activities to take a critical and collective review of their SCG or Scottish Government team, and how it related to other elements of response across Scotland, for example, in matters of interoperability and interdependence.

Those completing the statements were also asked to outline;

- lessons identified from exercises and incidents, and what action has been taken as a result – to encourage them to reflect on real life situations (events and exercises) and to action learning from their lessons;
- priorities, based on the wider evidence above and lessons identified, that they will take forward into the next year – to encourage them to link their evidence base into future business planning, and,
- issues they wish to raise with Scottish Government (or Scottish Resilience in the case of SG sectors) – accepting that Scottish Government has a key role to play.

Future statements of preparedness may be revised as informed by feedback from the piloting process in 2009/2010, the UK Capabilities Survey and ongoing development of Scottish Government policy on resilience.

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<sup>4</sup> See Annex B, Table 1 for a full list of response and enabling topics covered.

**Table 1 - Summary of SCG Returns on Statements of Preparedness Tables 1 & 2**

Response Topics	Number of SCG responses for each maturity score		
	Developing	Achieving	Maintaining
Animal Health	2	2	4
Pandemic/Public Health		5	3
Extreme Weather	1	5	2
Fuel Supply and Utilities	3	4	1
Counter Terrorism	0	7	1
Local/Site Specific Planning	0	2	6
Care for People	5	2	1
Mass Casualties	2	3	3
Mass Evacuation	5	3	0
Mass Fatalities	5	3	0
Counter-Pollution	1	6	1
CBRN	3	5	0
General Recovery	6	1	1
<b>Total</b>	<b>33</b>	<b>48</b>	<b>23</b>
<b>Enabling Topics</b>			
Co-ordination	1	6	1
Governance	2	1	5
Information Sharing	3	4	1
Mutual Aid	4	2	2
Organisational BCM	1	7	0
Risk Assessment	3	4	1
Training, CPD & Ex	2	4	2
Public Communications Warning and Informing	2	4	2
<b>Total</b>	<b>18</b>	<b>32</b>	<b>14</b>
<b>Total Responses</b>	<b>51</b>	<b>80</b>	<b>37</b>

Overall ratio across all response topics is approximately 2:1 for Achieving and Maintaining compared with Developing.

However, the ratio is also approximately 2:1 for Achieving compared with Maintaining. The details in individual responses covering topics which are scored as Developing or Achieving indicate areas for further basic or more advanced development respectively.

Table 2 - SCG Key Issues to Highlight to Scottish Government

Issue	Comment Summary	Number of SCGs Raising Issue
<b>Information</b>	Better focus and co-ordination of routine and emergency information (including public information) from SG to SCGs. SR support for National Resilience Extranet and SCG Forum.	5
<b>Governance</b>	Clarification of overall RABS role (including sub-groups). Synergy with SR aims/priorities. Better understanding of SCG role by SR staff	4
<b>Business Planning</b>	SR to give clearer vision and strategy for resilience (underpinned by RFC and development of Scottish Planning Assumptions). SR make updated business plan and capability programme available. SCoRDS provide prospectus of core products for learning and development. SR prioritisation of resilience agenda in face of finance cuts.	3
<b>Single Outcome Agreements and Resilience</b>	Need to get resilience incorporated in Single Outcome Agreements and linkage with local Partnership Agreements.	3
<b>Community Resilience</b>	Looking at specific problems, e.g. food supply resilience in remoter areas. Increase helpline capacity. Better public awareness and promote personal responsibility	3
<b>SCG Funding Support</b>	SCG level needs better finance support - longer term commitment from SR on SR funded staff and projects	3

**Table 3 - Summary of Scottish Government Returns on Statements of Preparedness Tables 1 & 2**

Scottish Government sector responses have been consolidated to provide an anonymous summary to equate with the SCG responses. The detail will be used for more in-depth discussion on a sector basis.

<b>12 SG Sectors</b>	<b>Developing</b>	<b>Achieving</b>	<b>Maintaining</b>
Total Response Topics	14	19	4
Total Enabling Topics	12	9	27
<b>Total</b>	<b>26</b>	<b>28</b>	<b>31</b>

Overall ratio across all response topics is approximately 2:1 for Achieving and Maintaining compared with Developing.

**Table 4 – Scottish Government Sector Key Issues to Highlight to Scottish Resilience**

<b>Key Issue</b>	<b>Comment Summary</b>	<b>Number of Sectors raising issue</b>
<b>Climate Change</b>	Seminar on Climate Change for Scottish Government and SCGs  Incorporate impacts in Planning Assumptions  Need further consideration of impact of climate change across Scottish Government sectors	2
<b>BCM</b>	Possible promotion of BCM in companies receiving public funding  Need to develop arrangements for loss of Scottish Government space	2
<b>Counter-Pollution (terrestrial situations)</b>	Further development required on SG liaison with and input from expert advisers in agencies and/or advisory groups	2