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SCOTTISH BORDERS COUNCIL

RESILIENCE POLICY AND FRAMEWORK

EMERGENCY PLANNING
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Scottish Borders COUNCIL

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RESILIENCE POLICY AND FRAMEWORK
FOREWORD

Scottish Borders Council recognises the importance of ensuring that the area is resilient, whether from an external emergency (such as flooding or pandemic disease) or an internal business continuity disruption (such as loss of IT), these incidents will all undoubtedly have an impact on Scottish Borders Council and the communities within the area.

As such, the Council aims to be as prepared as possible to effectively respond to, and recover from any incident, where required working in conjunction with partner agencies to reduce the impact of any incident on our communities and assist those communities to recover from the effects and impact of the incident.

To achieve this, we need to ensure there is continued involvement and commitment from all council employees, positive leadership from managers and elected members, along with excellent engagement across our communities, to ensure effective processes are in place to limit the impacts incidents have on the Scottish Borders.

David Robertson
Chief Executive

RESILIENCE POLICY AND FRAMEWORK
01. RESILIENCE POLICY AND FRAMEWORK

1. INTRODUCTION

1.1. AIM

Scottish Borders Council's Resilience Policy and Framework aims to ensure that the Council carries out its duties under the Civil Contingencies Act 2004 (as amended in the Civil Contingencies Act Amendment Regulations 2013) (CCA) and effectively prepares for, responds to and recovers from any incident1 impacting on our communities.

1.2. OBJECTIVES

The Council's Resilience Policy and Framework will ensure that:

- The concept of resilience and the Council's resilience policy and approach is understood and embedded by all stakeholders.
- Up-to-date plans and arrangements are in place and can be activated, as necessary, in response to an incident that is impacting upon communities.
- The response to and recovery from any incident is proportionate and effectively managed thus reducing the impact on communities and Council services.
- A programme of training and exercising is put in place to robustly test resilience related plans.
- Lessons identified through an incident response (based on either real experience or training and exercising) are embedded into resilience arrangements
- Generic business continuity advice and assistance is provided to the business community and voluntary organisations.
- Where appropriate, resilience advice is provided to communities to support the development of community resilience.

1.3. SCOPE

The Council's Resilience Policy and Framework document describes:

- The Council's approach to embedding resilience across the Council[3]
- The activities undertaken to ensure that the Council is prepared to respond and recover from an incident affecting our communities
- The Council's Incident Management[2] Structure

The resilience arrangements developed and implemented by the Council (including Social Work and Social Care services) and the Scottish Borders Health and Social Care Partnership complement each other. Details of the latter can be found in the

1.4. REVIEW

This document will be reviewed three yearly or as required by virtue of change.

[1]The term 'incident' is used throughout to refer to both any civil emergency and business continuity disruption, whether these occur with no notice or are potential future events.
[2]The term 'Incident Management' encapsulates the effort to co-ordinate activities both in the initial response phase of an incident, and in the longer-term recovery phase.
[3]This does not include cyber resilience which is covered by a separate plan.

2. RESILIENCE POLICY

2.1. POLICY STATEMENT

- The Council must work to meet its statutory duties under the Civil Contingencies Act (2004) and other resilience-related legislation (see 3.1 for further details)
- All employees and elected members have a role to play in ensuring the Council is effectively prepared to respond to, and recover from, any incident that is impacting upon our Communities

2.2. RESPONSIBILITIES FOR EMPLOYEES

To ensure the Council meets its duties under the CCA (2004) and other resilience-related legislation, employees and, where appropriate, elected members must:

- Have an awareness of and understand their role during the preparation for, response to and recovery from, an incident including, as appropriate, promoting resilience engagement across our communities
- Participate in training and exercising, as required
- Support the Council's response to and recovery from an incident, as required

2.3. LINKS TO OTHER POLICIES

This document supports or links directly/indirectly to the following Council policies and strategies:

- HR Guidance- Severe Weather and other Critical Incidents
- Information Security Policies

2.4. GOVERNANCE

The Emergency Planning Team monitor the Council's work to ensure effective preparation for, response to and recovery from any incident. This is achieved through maintaining regular contact with Directorates to confirm that any resilience related actions that have been planned and/or undertaken.

The Emergency Planning Team also link with the partners in the Scottish Borders Health and Social Care Partnership to ensure arrangements between organisations are complimentary.

3.   RESILIENCE FRAMEWORK

3.1.   LEGISLATION AND GUIDANCE

3.1.1.   Civil Contingences Act (2004)

The Civil Contingencies Act (2004) (as amended in the Civil Contingencies Act Amendment Regulations 2013) governs civil protection in the United Kingdom.

The Act identifies the following key responding agencies as Category 1 and 2 responders:

CATEGORY 1 RESPONDERS	CATEGORY 2 RESPONDERS
Integration Joint Board	Port and Harbour authorities
Local Authorities	Network Rail
Maritime and Coastguard Agency	Utility companies
NHS Boards	Telecommunications
Police Scotland	MET Office
Scottish Ambulance Service	
Scottish Environment Protection Agency	
Scottish Fire and Rescue Service	

As a Category 1 responder, Scottish Borders Council is subject to the following duties:

- Assess the risk of an emergency occurring and use this to inform contingency planning
- Plan for emergencies, including training and exercising
- Develop arrangements to warn and inform the public both before and during emergencies
- Share information with other responders to enhance co-ordination
- Co-operate with other responders to enhance co-ordination and efficiency
- Put in place and maintain business continuity plans
- Provide business continuity management advice and assistance to businesses and voluntary organisations

The Civil Contingencies Act (2004) defines an emergency as:

- An event or situation which threatens serious damage to human welfare
- An event or situation which threatens serious damage to the environment
- War or terrorism which threatens serious damage to the security of the UK

However, in practice, an emergency response by Scottish Borders Council would likely be required if:

• significant resources are required to respond effectively
• significant disruption to the community has occurred
• a response more than normal day-to-day operations is required
• a major incident[3] has been declared that requires the implementation of special arrangements by one of more of the emergency services or other Category 1 responder

3.1.2. **Pipeline Safety Regulations (1996)**

Scottish Borders Council has a legal duty, under the Pipeline Safety Regulations (1996) to maintain an emergency plan for each pipeline identified under these regulations which passes through the area.

3.1.3. **Preparing Scotland: Scottish Guidance on Resilience**

To support the requirements of the CCA legislation, the Scottish Government has developed a suite of Preparing Scotland documents covering specific resilience guidance on key areas.

Preparing Scotland Guidance is based upon the principles of Integrated Emergency Management (IEM). IEM, which aims to develop flexible and adaptable arrangements for dealing with incidents, whether foreseen or unforeseen, is based on multi-agency co-ordination in the event of an incident (full details of IEM can be found within 'Preparing Scotland: Philosophy, Principles, Structure and regulatory duties.'

The Preparing Scotland guidance has been adopted by Scottish Borders Council in preparing for, responding to and recovering from any incidents and thus will work with partners, as required, to enable an appropriate response to any incident.

3.2. **MULTI- AGENCY PARTNERSHIP WORKING**

Multi agency partnership working is supported by Resilience Partnerships. These have been established at both the regional and local level, to ensure a joined-up approach to both preparing for, and responding to and recovering from, an incident.

Scottish Borders Council is a member of the Lothian and Borders Local Resilience Partnership (L&BLRP) and of the East of Scotland Regional Resilience Partnership (EoSRRP).

The Resilience Partnerships provide a link, through the Resilience Coordinators, to the Scottish Government Resilience Room (SGoRR), which will be activated as required in response to an incident affecting Scotland.

Full details of the resilience partnerships across Scotland can be found within 'Preparing Scotland: Philosophy, Principles, Structure and regulatory duties.'

[3]Declaration of a major incident can be made by any of the Category 1 responder organisations. Where one of the responding agencies declares a major incident but it is not considered to be a major incident for other organisations, the other agencies will provide appropriate support to effectively manage the incident.

3.3.   PLANNING AND PREPARATION

3.3.1.   Risk and Preparedness Assessment

Scottish Borders Council participates in a regional Risk and Preparedness Assessment to identify emerging and/or changing risks.

Information regarding these risks is collated and published within the Lothian and Borders and East of Scotland community risk registers.

Scottish Borders Council will assess its existing capability and capacity to respond to the identified risks. The results are then used to inform the Councils' training and exercising programme (see 3.3.3).

3.3.2.   Scottish Borders Council Resilience Arrangements

The Council's Resilience Arrangements (figure 1, p.10) are composed of the following:

- Major Incident Plan, which can be activated in response at any incident that is impacting/ has the potential to impact upon the wider communities of the Scottish Borders
- Incident specific resilience plans, which can be activated as required to support the response
- Service operational resilience procedures, which can either be activated individually to respond to a service level incident or which can be activated in support of a wider incident response (e.g. the response resulting in a number of displaced persons)

Depending on the scale of the incident, Scottish Borders Council will also be part of any wider regional and/or national response that is established (section 3.2 and figure 2, p.11).

This structure ensures that Scottish Borders Council's Resilience Arrangements are flexible and adaptable and can be activated in response to any incident.

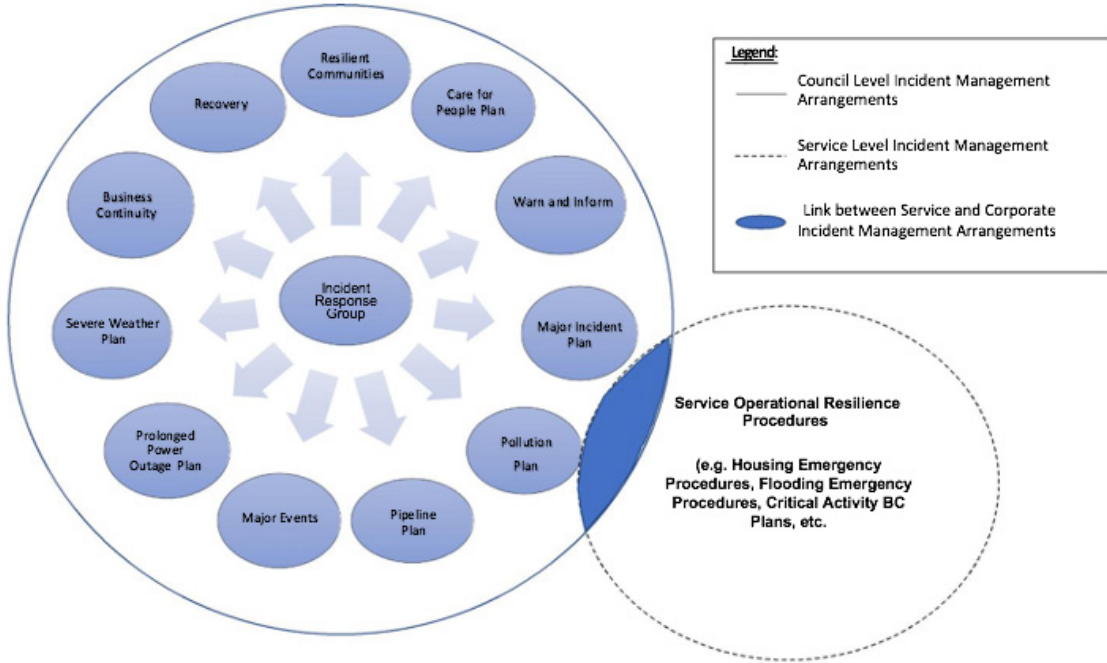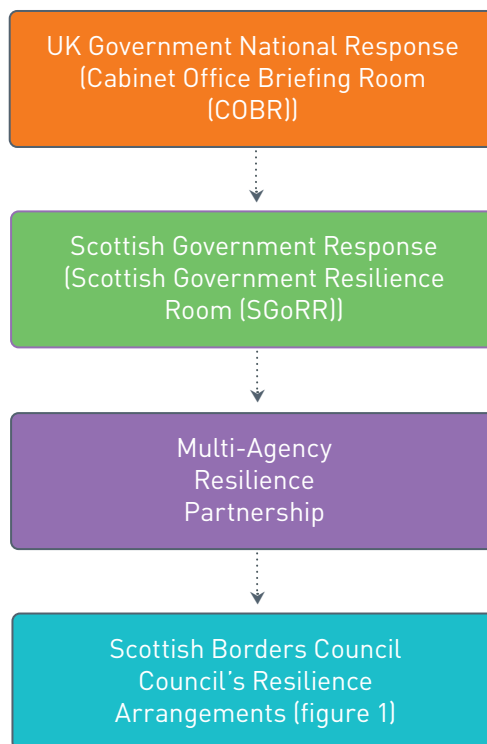**FIGURE 1: Scottish Borders Council's Resilience Arrangements**

FIGURE 2: Scottish Resilience Structure (for full details, see Preparing Scotland Guidance documents)

3.3.3. Training and Exercising

Informed by the Risk and Preparedness Assessment process, Scottish Borders Council employees, will take part in both an internal and an East of Scotland Regional Resilience Partnership training and exercising programme.

Scottish Borders Council employees will also have a key role to play in the planning and delivery of training and exercising, either as part of a multi-agency team or a cross service team of Council employees.

Any lessons identified from these exercises will be incorporated into the Council's Resilience Arrangements.

3.3.4. Warning and Informing

Scottish Borders Council has arrangements in place to communicate with the public to:

- Raise public awareness before an incident (i.e., informing and educating the public about risks and preparedness)
- Provide public warning at the time of an event (i.e., alerting the members of a community whose immediate safety may be at risk)
- Inform and advise the public about the nature of a continuing event and
- the immediate actions being taken by responders to minimise the harmful effects on human or animal health and welfare, the environment or property
- the actions being taken by responders to assist recovery
- the actions people can take to minimise the impact of the incident

3.3.5. Business and Community Resilience

- Business Resilience

  Scottish Borders Council has a statutory duty under the CCA (2004) to support local businesses and voluntary organisations through the provision of pro-active business continuity advice and assistance.

- Community Resilience

  In addition to its statutory duties, the Council engages and supports communities in developing plans and arrangements to enhance their local resilience by:
- Promoting awareness of the risks experienced across the area
- Working with community groups and organisations to support the development of local resilience arrangements for their community
- Promoting resilience through the Curriculum for Excellence

3.3.6. Information Sharing

As a Category 1 responder, Scottish Borders Council must share information with partner response agencies during an incident to ensure a coordinated response.

Arrangements are in place to ensure, where possible, that this is done in line with the General Data Protection Regulations (2018).

3.4.   **INCIDENT MANAGEMENT**

The response to any incident requires management to ensure co-ordination between those council services, and partner agencies, involved. The level at which this management occurs, and which services / agencies are involved, is dependent on the characteristics, scale and impacts of the incident, and can be escalated as necessary as the incident progresses. The response to significant incidents involving a number of agencies will, in most instances, be coordinated by Police Scotland. Scottish Borders Council has a key role to play in any multi-agency response and will support this through activation of internal incident management arrangements. Scottish Borders Council becomes the lead agency as the focus of the response moves into recovery.

3.4.1.   **Scottish Borders Council Incident Management Arrangements**

Echoing Scotland's wider resilience structure, the Council's response to and recovery from an incident will be managed and coordinated by an Incident Response Group (IRG) operating at the appropriate level (for full details, see Scottish Borders Council's Major Incident Plan). The Council's response to any incident can be escalated as necessary, utilising additional employees and resources, as the incident progresses and/or escalates.

3.5.   **ROLES AND RESPONSIBILITIES**

While all employees and elected members have a role to play in ensuring that the Council is effectively prepared to respond to, and recover from, an incident that is impacting upon communities (see 2.2 for details), staff within the following roles have additional responsibilities.

3.5.1   **Chief Executive / Directors:**

- Responsible for the implementation of the Resilience Policy across the Council
- Approve/lead an appropriate level of incident management for any incident
- Represent Scottish Borders Council at the East of Scotland Regional Resilience Partnership and Lothian and Borders Local Resilience Partnership
- Ensure their Directorate can effectively respond to and recover from any incident, both during and outwith office hours
- Ensure their Directorate/Service has appropriate resilience and operational arrangements in place to respond to any incident
- Ensure employees in their Directorate/Service/ area of responsibility attend Council and multi-agency exercises, as appropriate

3.5.2 Heads of Service/Senior Managers/ Critical Activity Owner:

- Ensure their Service/ area of responsibility is effectively prepared to respond to any incident both during and outwith office hours
- Ensure their Service / area of responsibility has appropriate resilience and operational arrangements in place to respond to any incidents
- Ensure employees in their Directorate/Service/ area of responsibility have received an appropriate level of awareness and training to allow them to carry out their role during any incident
- Ensure employees in their Directorate/Service/ area of responsibility attend Council and multi-agency exercises, as appropriate.
- Manage an appropriate level of response to and recovery from any relevant Incident.
- Represent the Council at multi-agency meetings

3.5.3 Emergency Planning Team:

- Develop and embed a corporate approach to planning for, responding to and recovering from any incident.
- Carry out a monitoring and oversight role to ensure suitable resilience arrangements are in place across the Council.
- Participate in the multi-agency led risk assessment process
- Ensure a corporate process is carried out for developing, reviewing and maintaining resilience plans.
- Co-ordinate and/or support the Council's response to and recovery from any major incident.
- Arrange/design and deliver relevant training sessions for appropriate employees across the Council in their resilience role
- Develop an exercise programme to test and validate all corporate resilience plans.
- Co-ordinate Council involvement with single agency and multi-agency training and exercising activities.
- Liaise with East of Scotland Regional Resilience Partnership and Lothian and Borders Local Resilience Partnership members, as required.
- Develop arrangements to warn and inform the public prior to and during any incident, linking with internal communications officers and multi-agency partners as required.
- Provide business continuity advice and assistance to the business community and voluntary organisations.
- Develop community resilience through engagement with local communities

3.5.4 Directorate Business Continuity Leads:

- Support senior management in the development and embedding of the business continuity management process in their Directorate/Service.
- Participate in the development of business continuity training and exercises, as appropriate.
- Participate in training and exercises, as appropriate.
- Share and receive best practice in business continuity
- Promote and provide business continuity advice within their Directorate/Service.
- Support senior management in the co-ordination of the response to and recovery from a business continuity disruption affecting their Directorate/Service

3.5.5   **Elected Members:**

- Have an awareness of the Council's responsibilities in preparing for, responding to and recovering from incidents
- Understand and carry out role both during response to and recovery from any Incident.
- Support the development of Community Resilience across the Scottish Borders.

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