

National Consistency and Local Autonomy

A Shared Model for Information

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- How do we achieve an appropriate balance of central control and local autonomy?

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 - Complete central government control will minimise autonomy, prevent local adaptation and lead to a ‘least worst fit’ approach
 - Complete local control will maximise autonomy, but generate inconsistency and lead to, potentially, inefficient, ineffective or chaotic outcomes
 - Neither will enable the value of information to be exploited or shared

- How do we achieve an appropriate balance of central control and local autonomy?
 - A highly centralised government
 - Anthony Sampson, *The Essential Anatomy of Britain*
 - A highly individualistic population
 - Geert Hofstede, *Organizational Dynamics*
 - A (sometime) tendency to do the perverse thing ‘just because we can’
 - Critically, highly diverse, complex, natural and built environments
 - A largely privately owned infrastructure
 - And much of it owned overseas
 - Interested in commercial not national risk
 - A leaning towards demonstrable documentation of compliance

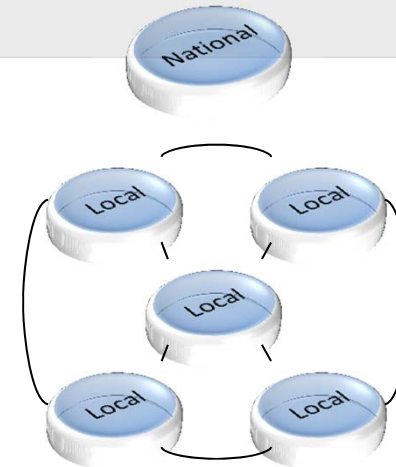
- Central Government
 - ‘Ministers will be held accountable’
 - even though they have no actual power to do or decide anything (because the infrastructure is privately owned)
 - Civil Contingencies Secretariat
 - influence, guide, not control
- Local Authority:
 - ‘One size does not fit all’
 - ‘We are different’
 - ‘Our circumstances dictate.....’
 - Local Resilience Forums, attempting to square the (local) circle
- Private Infrastructure Owners
 - ‘We are not regulated for that’
 - ‘We have mitigated the risk’
 - usually by outsourcing it to somebody else!
 - ‘The relevant data is commercially sensitive’
- Tension between them is inevitable? Or is it?

- Four 'levels' of interest
 - National Government
 - Local Government
 - Organisational
 - Individual
- Recursively embedded
- Interests are therefore
 - mutual not conflicting
 - incapable of separate resolution

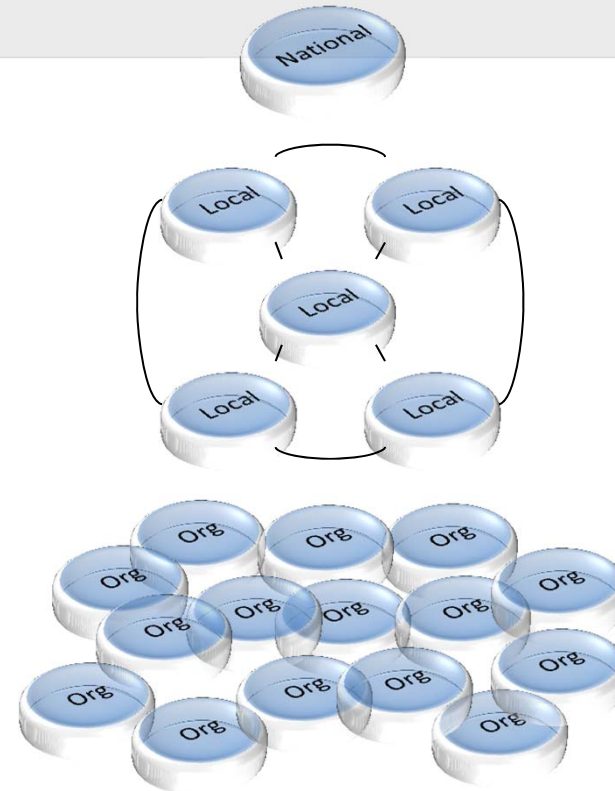


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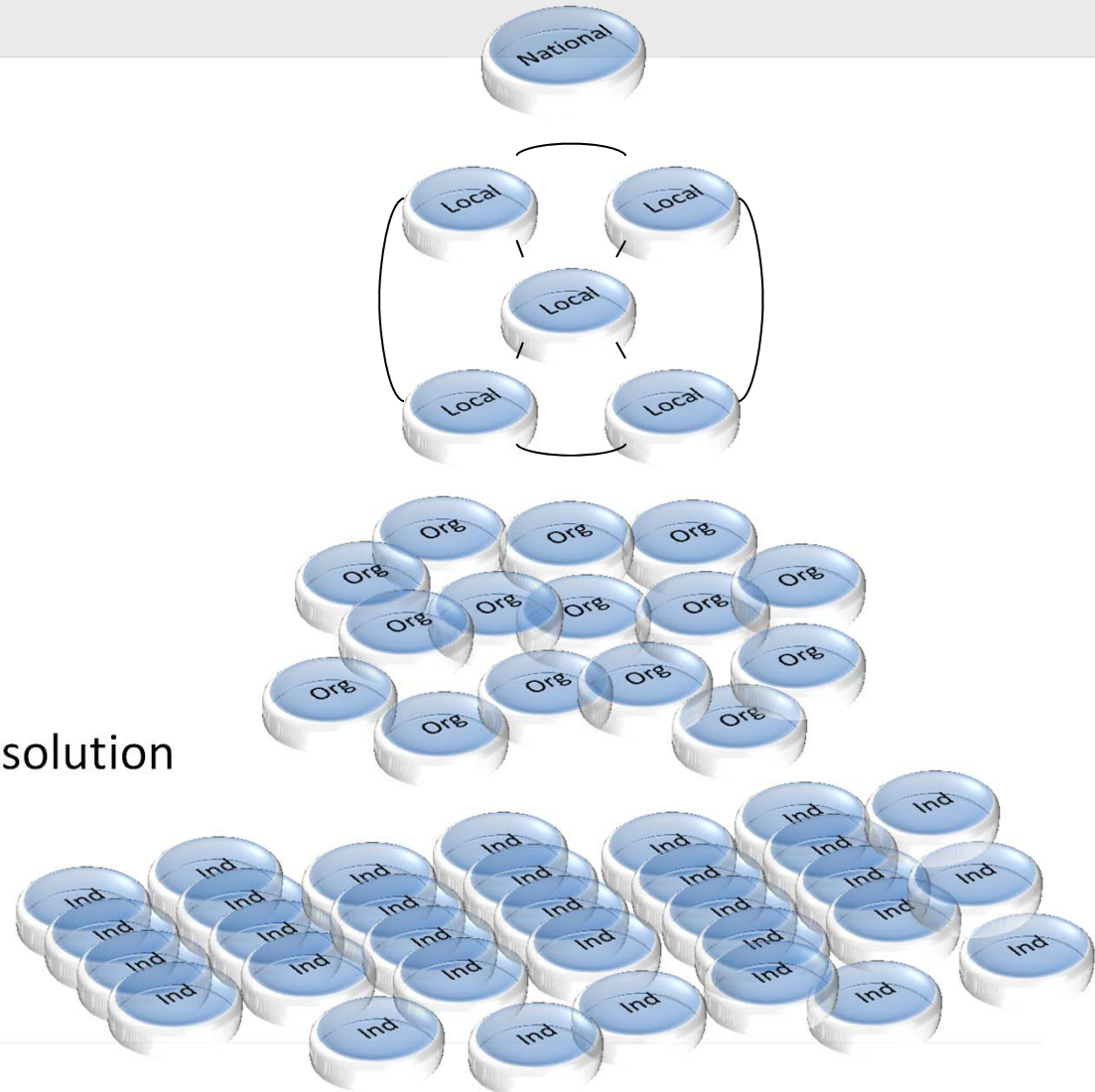
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- Interests are therefore
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- They must be aligned



- Needs a shift in thinking
- Recognition
 - That there is a legitimate ‘national interest’
 - BUT
 - Local circumstances and requirements need local solutions

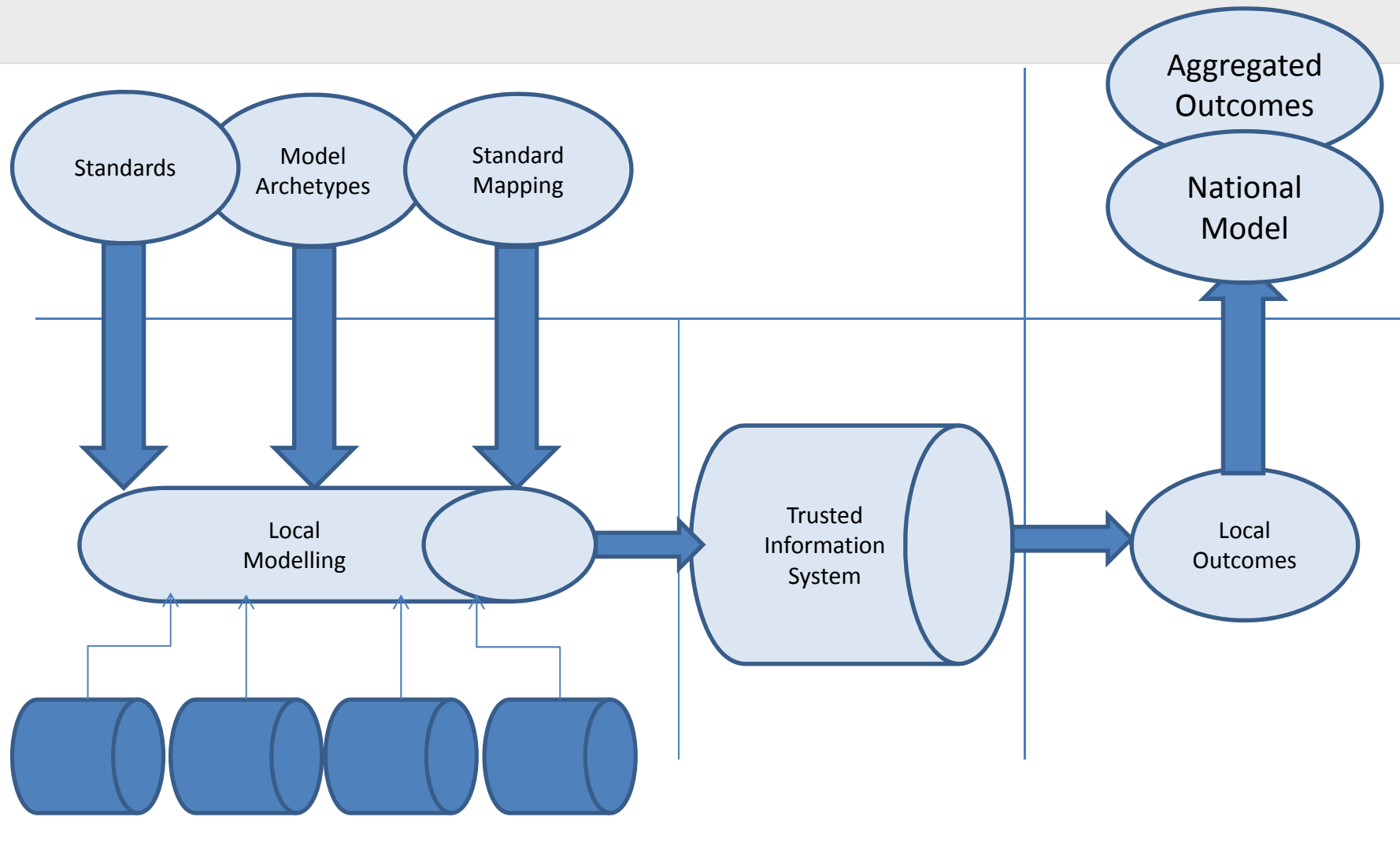
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 - Local circumstances and requirements need local solutions
- There is a ‘price’ of belonging
 - To be effective AND efficient there must be a balance struck between the centre and the parts
 - The answer is NOT either/or but AND

- The ‘national interest’ should be
 - concerned only with matters at a national level
 - focused on desired outcomes
 - shared models
 - expressed in terms of aggregate performance, resilience and continuity
 - supporting local action and providing enabling resources
 - especially information!
- The ‘local interest’ should be
 - focused on interaction, process and risk at a local level
 - concerned only with the locality and across local boundaries
 - focused on operational specifics
 - Expressed in terms of local performance, resilience and continuity

- Nationally we need to know ONLY that there is a 'solution' that delivers the desired outcome
 - This is expressed through the 'testing' of the model
 - NOT by the interrogation of individual data
- Locally, to create the model, we need to share
 - What exists
 - Where it is
 - What capacity it has
 - How it connects with other elements
- We do not need to share
 - Who owns it
 - What it is worth

- Nationally
 - Determination of generic outcomes across all aspects
 - Common, shared models
 - Separation of ‘structural’, static data from ‘performance’ dynamic data
 - National standards of data management and integrity
 - ‘Blinded’ to interrogation
 - Aggregation of individual data to generate a national perspective
- Locally
 - Specific Outcomes based on local needs
 - Individual, location specific models
 - ‘Source blinding’ of data in the models
 - Know WHAT but not WHO
 - Local sharing of required data
 - Confidentiality ‘assured’ through the model to protect commercial interests

What might that look like?



Partner Data Sources

- Benefits
 - Shared models create a common platform and enable a common language
 - Best practice can be developed and shared
 - Local autonomy is maximised
 - Local focus on specific threats/risks is enabled
 - Commercial confidentiality risk is minimised
- Risks
 - ‘Groupthink’ – mitigated by local interpretation
 - Exposure of commercial data – minimised by ‘blinding’
 - Level of local expertise variable – minimised by common standards and models

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