

# 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

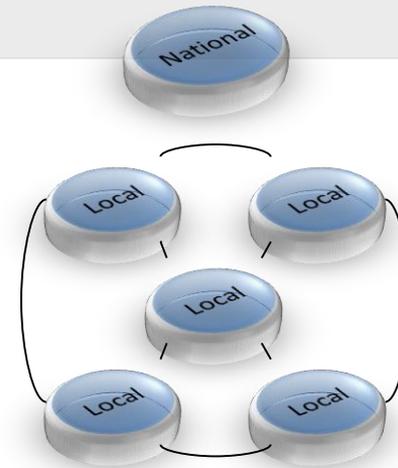
- Central Government
  - ‘Ministers will be held accountable’
    - even though they have no actual power to do or decide anything (because the infrastructure is privately owned)
  - Civil Contingencies Secretariat
    - influence, guide, not control
- Local Authority:
  - ‘One size does not fit all’
  - ‘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

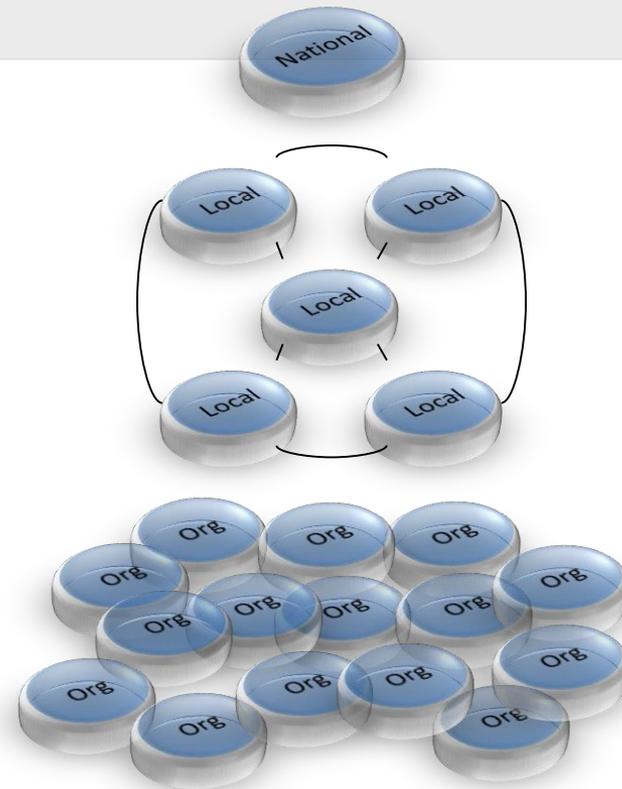


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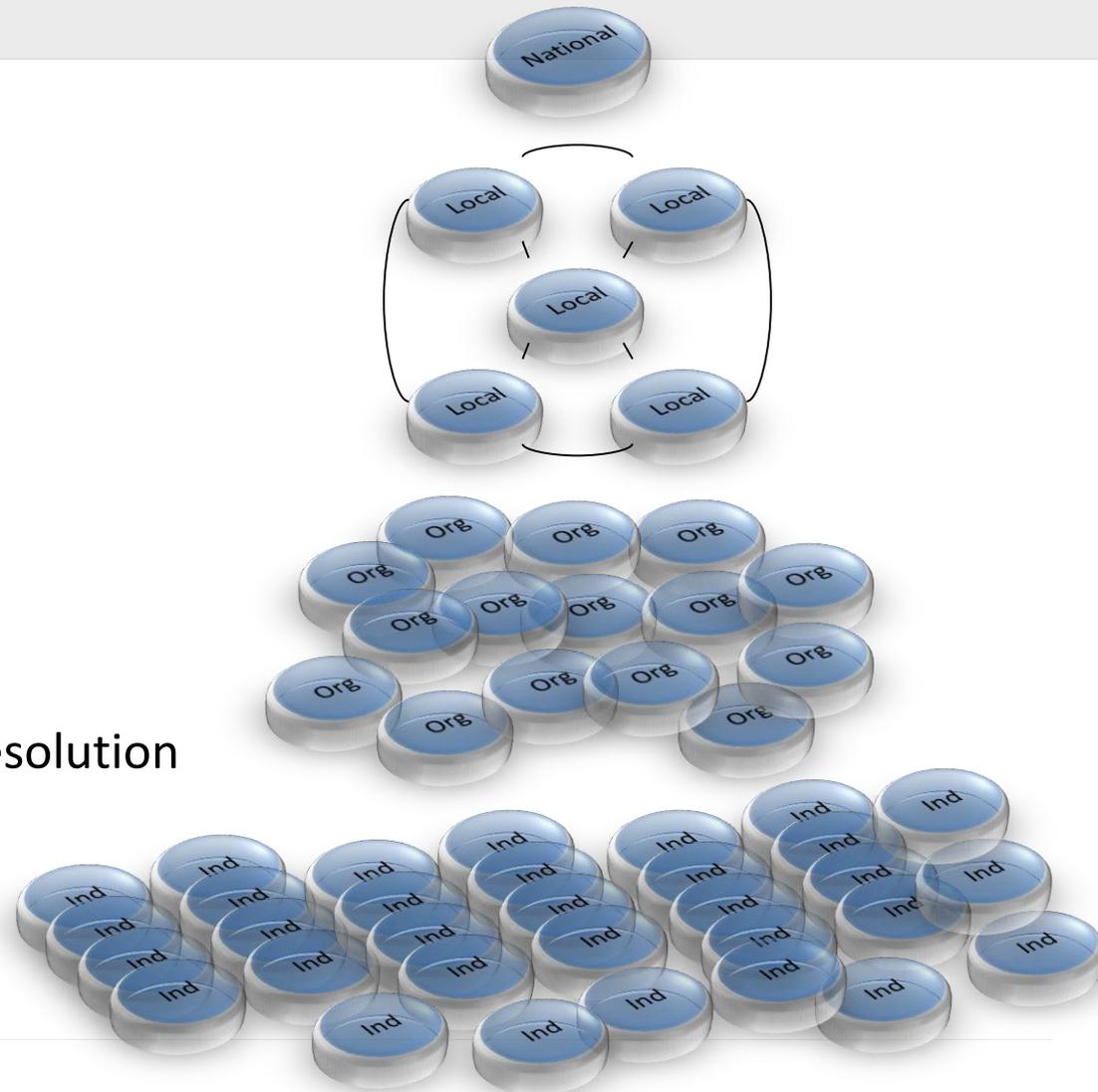
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- They must be aligned



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

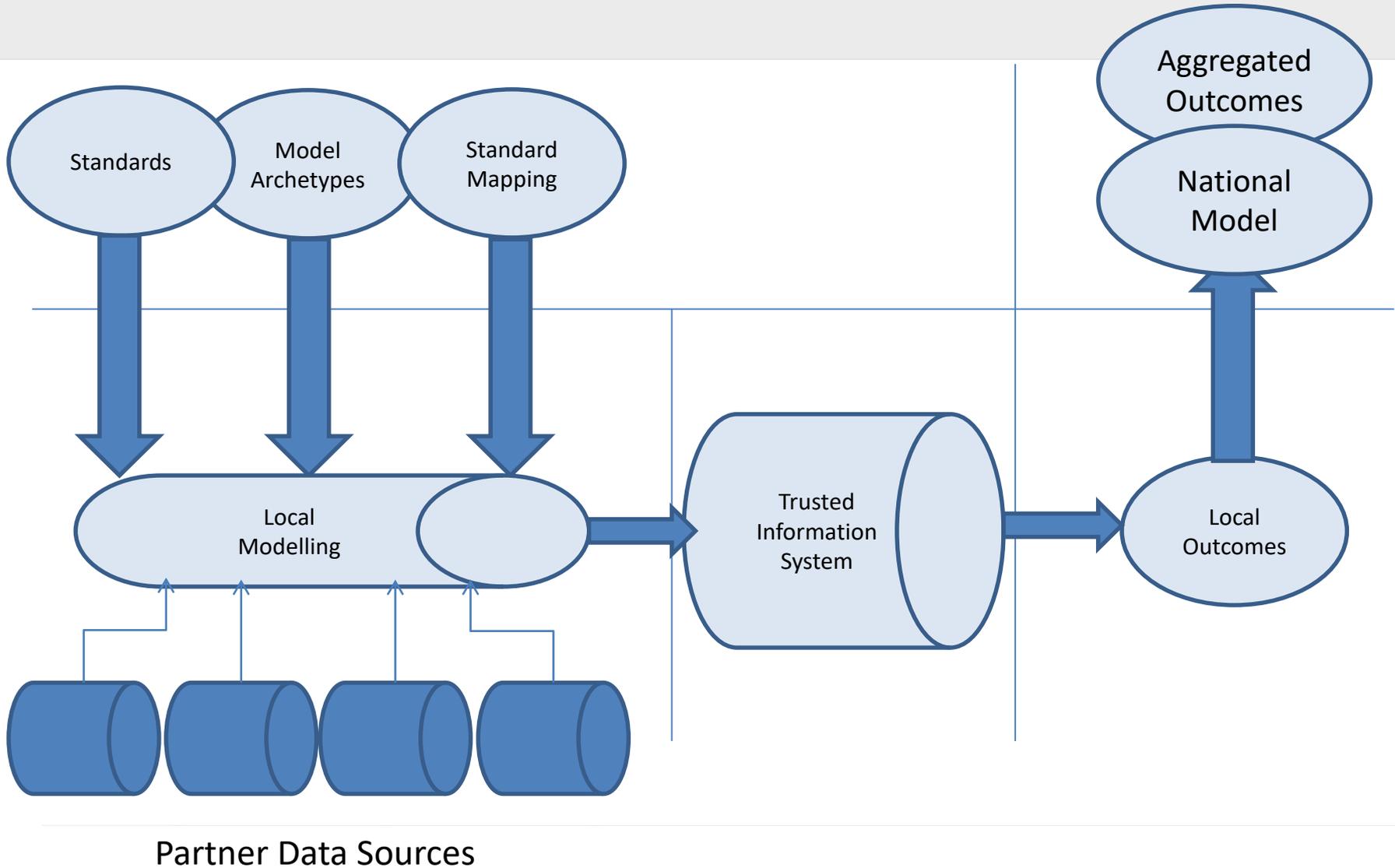
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  - Local circumstances and requirements need local solutions
- There is a ‘price’ of belonging
  - To be effective AND efficient there must be a balance struck between the centre and the parts
  - The answer is NOT either/or but AND

- 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?



- 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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