

Moray Civil Contingencies Improvement Action Plan

APPENDIX 2

Last Updated: 07/11/22

To support the national standards

ID	Description	Linked to	Self Assess Level (see criteria on next page)	Requirement	RAG Status	Action Required	Evidence	Owner	Expected Completion Date	Completion Date	Progress update	Proposed revised completion date
2	Governance	Standard 2	2	Work plan in place to include training, review of plans, sector based exercising and participation in NHSG programme of exercising	A	Rolling programme of work to be reviewed and updated following COVID. SBAR sent to Chief Officer October 2022 and added to Risk Register	Annual work plan agreed and in place.	Interim Support Manager	31/10/2020 31/3/2021		1/3/22 impacted due to covid - plans to be reviewed initially and plan for testing to be established for Sept 15/5/21 suspend exercising until after winter surge and covid response. Plan exercises for changes ways of working and impacts of flooding/power outages. 7/11/22 ongoing exercises as part of NHSG. Discussion with Head of NHSG CCU regards SMOc training. SBAR to CO regards lack of subject matter expert. No CCU Advisor in HSCM to deliver training.	31-Mar-23
3	Business Continuity	Standard 7,8	2	a) HSCM to have up-to-date, effective Business Continuity (BC) / contingency plans for all prioritised services and functions. b) HSCM to have an overarching BC Plan with agreed list of critical functions/services.	G	Critical functions list agreed during COVID response. Overarching plan to be completed	A) Services have up to date plans in place b) Critical functions approved and overarching BC plan in place and agreed by Systems Leadership Group (SLG)	a) Service Managers and Commissioning manager b) Corporate Manager	11-Nov-22	07-Nov-22	a) plan agreed for implementation to review current status and update/complete plans by end Sept. 7/11/22 - critical functions revisited as part of Industrial Action planning. b) no longer required , agreed to follow NHS Grampian Business Continuity Management as per discussion with NHSG CCA (7/11/22)	30/03/23 30/09/23
4	Specific needs of Children in MI & BC planning	Standard 10	2	The specific needs of children and young people to be addressed in all relevant Major Incident and Business Continuity plans, and ensure that its responses / interventions are sensitive to their needs	A	Sectors to develop model for engagement of Children's social work services in Resilience Groups	Engagement of Children's social work services in resilience planning	Systems Leadership Group	31-Dec-22	31-Mar-23	To be taken forward through the care for people team next meeting April 2022 7/11/22 Children's services not yet formal adopted by IJB. Care for People will specifically consider the needs of children and ensure all volunteers have PVG checks.	31-Mar-24
7	Pandemic Influenza	Standard 16	2	NHS Board shall develop and review its Pandemic Influenza Plan jointly with local partnerships and RRP, and seek their endorsement. A joint multi-agency plan shall be developed, if one does not already exist.	A	Review of documents and updating where necessary. Completion and sign off	MID/Pandemic Flu response plan detailing integrated health system response to MID/Pan Flu, and setting out links to RP response	HSCM Civil Contingencies Group	31-Mar-23		To be taken forward with NHSG and LRP Health liaison group. Date to be advised. 7/11/22 currently waiting for pandemic enquiry response, other policies/documents likely to follow to inform the new proposed documents - discussed with NHSG CCU Lead.	annual
8	Pandemic Influenza	Standard 17	2	Link with NHSG Board in exercising Pandemic Flu plan every 3 years	G	Grampian wide health and social care system pandemic table top exercise.	Exercise documentation and records of attendees. Post exercise report with lessons learned.	HSCM Civil Contingencies Group	30-Sep-22	31-Mar-23	Linked to number 7 above. 7/11/22 Pandemic response supersedes all exercise plans and will be reviewed by NHSG and all partnership agencies. Local lessons learned have been identified and	31-Mar-23
10	Information Security and ICT Resilience	Standard 31	2	BIA/Recovery plans reviewed for IT and Communications	A	Review and update list of critical ICT requirements following changes to working practices as a result of COVID and advise NHSG EHealth and Moray Council accordingly.	BIAs updated and held centrally. Critical functions list agreed. NHS eHealth and Moray Council informed of requirements.	HSCM Civil Contingencies Group	31-Jan-23		All staff supplied with appropriate IT during the pandemic response. Ongoing work under Smarter Working programmes across services, considering IT security, access etc. All services continue to update BIA's accordingly. Debrief to be arranged following Adastra cyber attack. Ongoing work for Comms as part of power outage preparations.	

11	Supply Chain Resilience	Standard 39	2	BIA/Recovery plans reviewed for suppliers	A	Define list of critical suppliers and ensure risk assessment mitigation measures are in place. NHSG Board to be informed.	BIAs updated and held centrally. Critical functions list agreed. Risk assessment completed with actions to mitigate detailed.	NHSG and Moray Council	31-Dec-22		This is addressed by the partner organisations of HSCM and NHS Grampian. Fuel and utilities are managed by NHSG. Fuel shortages are planned with NHSG. Fuel outages are managed by NHSG Estates. Care Homes have individual resilience plans and commissioning and the oversight team have sight of these.	
12	(Surge) Winter Plan	Standard 18	4	Sectors shall have robust Winter Plans and implement a range of actions to enhance resilience during winter period.	G	Review and update plan - short term working group to be established.	Winter plan in place and action plan in place. Part of Grampian's year-round planning cycle and participation in joint planning, table top exercises and debrief exercises.	Systems Leadership Group	31-Mar-23	30-Nov-22	1/3/22 in place and operational. Further development to integrated to BC arrangements to be undertaken Dec 2021 - winter plan in place and agreed by SMT 25/8/21 GOPES is being developed for Grampian operational system pressures identification. Surge/Winter plans revisited 9/11/22. Submitted to IJB 24/11/22. Plans also inclusive on possible power shortages and Staff Industrial Action. SLWG to be established April 2023	30-Apr-22
13	Major Incident /Resilience Plans	Standard 9	2	NHS Board shall have Major Incident or resilience plans that reflect its emergency preparedness. Sectors to sign off plan. Through HSCP, GP / Primary Care made aware of their role in the Major Incident Plan and expectations of them.	A	Take final NHS Board plan to SLG and HSCM CC Group for discussion and sign off.	Grampian plan signed off and partnership working with primary care in place.	Systems Leadership Group	31-Mar-23		NHS G plan currently being updated.	Annual
14	Training	Standard 12	1	Training gaps identified: - who needs to be trained and in what course / session	A	A locally delivered Civil Contingencies programme of training courses for HSCM managers and staff to be identified and implemented	NHSG Civil Contingencies Unit (CCU) training programme in place and dates communicated to SLG	Interim Support Manager	31-Mar-23		1/3/22 learning to come from debriefs - list of mandatory and desirable training identified. Plan to address any identified gaps to be developed 25/8/21 training needs analysis to be defined and implemented to identify where gaps in skills/knowledge are and to define training plan to address gaps 7/11/22 as Category 1 responders HSCM has responsibility to provide training for all staff as required. HSCM does not have a CCU Advisor and we are currently reliant on the services of NHSG and Moray Council supporting us in this task. We currently access training on Turas and any available format from both partner organisations.	ongoing
15	Care for People	Standard 38	1	Establishment of the care for people plan and supporting framework for implementation, including clarification of roles and responsibilities for partner agencies	A	Using revised C for P plan from Aberdeen City as basis update for Moray, communicate widely across partnership. Resurrect regular Care for People meetings	Up to date Care for People plan in place, mechanism for identification of people at risk of harm in place. Care for people team meetings taking place regularly and plans exercised	Head of Service / CSWO	31-Mar-23		1/3/22 Corporate Manager and Emergency Planning officer MC to arrange meeting for April 2022 to review draft TOR and actions from debriefs 10/10/21 care for people team TOR to be reviewed. To be led jointly by MC and HSCM. 14/9/21 meeting of Care for People team scheduled 6 October 2021. Draft Care for People plan being prepared from Aberdeen City updated version Initial meeting was held in July and draft plan to be developed to incorporate comments made 11/11/22 - Care for People Strategic document agreed. Delivery Group to be initiated.	31-Mar-24

16	Category 1 Responder / Organisational Resilience	Standard 5, 13	2	Civil Contingencies- Report to Discharge duties of Cat 1 Responder to CO Actively participate in Local and Regional Resilience Partnerships. Programme in place to assess, mitigate or manage resilience risks.	A	IJBs included within the Civil Contingencies Act 2004 as Category 1 responders, effective 18 March 2021. Report to IJB 24/11/22 to highlight the risk to the IJB not delivering its full responsibility without subject matter expert.	Managers are participating in the appropriate forums and working closely with colleagues in the LRP, Moray Council and NHS Grampian to ensure that necessary communication channels and protocols are in place for response action and that plans are in place, and exercised collaboratively. Where any gaps in preparedness are identified they will be incorporated into the action plan.	Moray Integrated Joint Board	ongoing		1/3/22 Work to clarify roles and responsibilities underway. Organisational Change Steering group met Feb 2022 with follow up in April 2022 regarding role and escalation for SMOC 12/12/21 Report regarding responsibilities for CO under civil contingencies submitted to IJB in November 2021 7/11/22 All HSCM staff have access to training via partners learning platforms i.e. Turas. Also access to partners training as and when offered. Discussions ongoing about Moray specific training supported by NHSG CCU team. Costs to be agreed.	01/06/2022 Complete ongoing
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NHSS STANDARDS FOR ORGANISATIONAL RESILIENCE

ASSESSMENT & IMPROVEMENT PLAN – BENCHMARKING CRITERIA

PLANNING (1)	IMPLEMENTING (2)	MONITORING (3)	REVIEWING (4)
Level 1 - Planning	Level 2 - Implementing	Level 3 - Monitoring	Level 4 - Reviewing
Benchmarking against 'action' undertaken and analysed	Resilience Committee / Resilience Exec Lead tasked to progress 'action'	Action' implemented consistently and geographically across Health Board	Action' has been mainstreamed into existing services
Planning arrangements have been initiated	Implementation plan and methodology agreed	Agreed process in place and being reviewed over time	Quality assurance and performance management established to review 'action' on an on-going basis
local improvement plan to meet standards developed and forms integral part of Health Board's Resilience Committee's work plan	Collating appropriate information to monitor delivery of 'action'	Associated learning and improvement planning in place to ensure delivery of standard	
	Some evidence of 'action' being delivered		

1	Governance	Standard 3	4	Civil Contingencies Group (or equivalent) in place for each sector, and actively meeting	G
5	Command Control and Coordination - Major Incident / BC response	Standard 11	2	Control room arrangements agreed and tested.	A
6	Major Incident / BC Response - Control Room	Standard 11	2	Staff identified and trained: - Loggists - Control Room Manager	A
9	Governance	Standard 5	3	Sector risks to be recorded, monitored and escalated where necessary	G

	Terms of Reference agreed, meeting dates agreed. Reviewed annually - due in January 2021	HSCM Civil Contingencies Group	31/01/2021 31/3/2021	
Training needs across HSCM to be identified ie loggist / control room lead / management in crisis. Documentation of command and control in HsCM produced for pandemic response - to	Documented roles and responsibilities. Incident Management Team identified. Control Room arrangements documented. List of staff trained held locally ie loggists	HSCM Civil Contingencies Group	18/12/2020 Dec 2020	18-Dec-20
Staff to be identified to attend training.	Central list of trained staff held. Training programme in place and communicated via SLG and HSCM Civil Contingencies Group	Interim Support Manager	31-Jan-21	completed 31/1/21
Risk Register to be presented to HSCM Civil Contingencies Group for comment, update and approval.	Risk Register in place and maintained with actions to mitigate risks in place. System in place to escalate those risks deemed High or Very High to SLG where necessary.	HSCM Civil Contingencies Group	ongoing	30-Jul-21

completed?	
15/5/21 advertised at workforce Forum to get volunteers. Very little response. Add lack of volunteers and therefore trained resource to risk register	#####
30/7/21 Command and control arrangements in the pandemic	
completed for existing staff need to develop to provide more resilience in our response teams	
30/7/21 put as standard agenda item	