REPORT TO: **MORAY INTEGRATION JOINT BOARD AUDIT, PERFORMANCE AND RISK COMMITTEE ON 25 MARCH 2021**

SUBJECT: **CIVIL CONTINGENCIES - RESILIENCE STANDARDS PROGRESS**

BY: **CORPORATE MANAGER**

1. REASON FOR REPORT

1.1. To inform the Audit, Performance and Risk Committee of Health and Social Care Moray's progress against NHS Grampian's Resilience Improvement Plan 2019-2021 and provide an overview of the work of the Health and Social Care Moray (HSCM) Civil Contingencies Group.

2. RECOMMENDATION

2.1. **It is recommended that the Audit, Performance and Risk (APR) Committee consider and note the :**

   i)   contents of this report alongside the HSCM Civil Contingencies Group Action Plan (APPENDIX 1); and

   ii)   progress to date and request an annual assurance report from the HSCM Civil Contingencies Group.

3. BACKGROUND

3.1. In May 2016 Scottish Government Health Resilience Unit (SGHRU) published the NHS Scotland Standards for Organisational Resilience (the Standards): this was subsequently updated and revised and a second edition published in May 2018.

3.2. The stated purpose of the Standards is to "support NHS Boards to enhance their resilience and have a shared purpose in relation to health and care services preparedness in the context of duties under the Civil Contingencies Act 2004".

3.3. Each Standard, of which there are 41, sets out:

- A statement of an expected level of resilience practice
- A rational/basis for the Standard (set within the context of statutory duties under the Civil Contingencies Act 2004 and other key legislation and guidance

- A series of indicators/measures of what should be in place, or achieved, within/by the Health Board.

3.4. An assurance report was submitted to this committee in 30 January 2020 providing an update on progress and setting out the various forums and their purpose surrounding the civil contingencies agenda, para 9 of the minute refers.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

4.1. The impact of the Covid-19 pandemic on civil contingencies and partnership working across Health and Social Care Moray, Moray Council and NHS Grampian has been unprecedented. The HSCM Civil Contingencies Group continued to meet quarterly during the Covid-19 response to focus on key issues, identify training needs, monitor and manage risks and progress key actions.

4.2. HSCM established additional meetings to focus on the response with representation from all services, clinical leads and links to Dr Gray's Hospital, for a system wide oversight for Moray. Initially there were three meetings a week to prioritise allocation of resources, assessing and planning the suspension of services and leading the identification of requirement, receipt and distribution of Personal Protective Equipment (PPE) across all services, supporting external providers and carers. The frequency of these meetings has reduced and stepped up in response to the changing situation and lockdown status.

4.3. In addition there has been close working relationships with Moray Council, through participation of their Response and Recovery management team and through NHS Grampian command and control structure with representation from HSCM at Gold, Silver and Bronze levels. The HSCM Control room was established in March 2020 and has been operating throughout, providing a central point for receipt and distribution of essential communication and intelligence information.

4.4. The response to the pandemic required assessment of critical functions and associated risks should they cease to be provided. Command and control arrangements have been reviewed and senior manager on call roles and responsibilities have evolved to accommodate additional requirements directly associated with the response.

4.5. The impact of the pandemic and the unprecedented pressure that has been applied to hospital beds, in part exacerbated by the reduction in bed numbers due to safer workplace and social distancing requirements and provided a focus on surge and flow across the whole system in Grampian. There have been improvements in process, communication mechanisms and reporting that will continue to be used. The learning from this will continue to strengthen winter planning/surge planning going forward.

4.6. Another significant change has been the revolution in use of technology and the change for many staff who now work from home. The introduction of Microsoft Teams within NHS Grampian has provided opportunities for staff based in Moray, who were previously not able to travel to all the meetings held in Aberdeen, to fully engage with colleagues and participate in meetings with cross Grampian implications. It has also enabled incident response teams and control rooms to operate in a virtual way. Staff employed by Moray Council do not all have access currently to Microsoft Teams but it is going to be rolled out and then the full potential for assisting with communication and sharing of files will be realised.

4.7. In addition to the pandemic there have been two recent gas outages in Keith and Huntly (during 2 February and 5 March 2021) affecting approximately 4,300 homes. HSCM staff responded as part of the Grampian Local Resilience Partnership (LRP) working closely with Moray Council to identify vulnerable people and ensuring they had access to heaters and hot food. There has been one debrief meeting and others are scheduled. The learning from these incidents will be collated and actions will be identified for inclusion in the action plan as appropriate.

4.8. Another development recently was the confirmation from Scottish Government in January 2021 that, following consultation, Integration Joint Boards will be included as Category One responders under the Civil Contingencies Act 2004 (Scotland). An amendment to the act was laid before Scottish Parliament on 18 January 2021 for due consideration. This places requirements for the MIJB and HSCM to have mechanisms and plans in place to respond to incidents. Managers are participating in the appropriate forums and will be working closely with colleagues in the LRP, Moray Council and NHS Grampian to ensure that necessary communication channels and protocol 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.

4.9. There were some scheduled activities that have been suspended such as testing and exercising business continuity plans.

4.10. The action plan (**APPENDIX 1**) is in place to support NHS Grampian's Resilience Improvement Plan, close the gaps and address areas of improvement in Moray, with assurance processes around these. The plan, overseen by HSCM Civil Contingencies group on behalf of the Chief Officer, is linked to each Standard and self-assessment level against each Standard is detailed. Please see **APPENDIX 2** for criteria for scoring the self-assessment.

4.11. The following actions have been prioritised for 2021-22: these are predicated on the ongoing maintenance of actions already achieved, identified risks and continuance of the supporting resilience processes and practice in place across the health and social care system:
   - Critical functions list – this was agreed for the response to pandemic so will be reviewed to ensure it incorporates any new critical functions arising from changes to ways of working i.e. dependencies on ICT or telephony for example.
   - review existing service business impact analysis (BIA) and recovery plans ensure they reflect new ways of working.
   - Training gaps identified and action to address the gaps.
   - Embed business continuity across the health and social care system through education and training.
   - Building on the relationships developed during pandemic with care homes and external providers to review business continuity and incident response arrangements, including development of Care for People response.

4.12. NHS Grampian are exploring the introduction of an electronic system to support business continuity management across NHS Grampian and partnerships. In addition, partners will be collaborating on developing a consistent approach to BIA, and BCP templates which, once agreed, will be rolled out across the system.

5. **SUMMARY OF IMPLICATIONS**

    (a) **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan "Moray Partners in Care 2019 – 2029"**
This report forms part of the governance arrangements of Moray Integration Joint Board; good governance arrangements will support the Board to fulfil its objectives.

    (b) **Policy and Legal**
The Civil Contingencies Act 2004 outlines a single framework for civil protection in the UK. Part 1 of the Act established a clear set of roles and responsibilities for specified organisations involved in emergency preparedness and response at local level (known as Category 1 responders). Moray Council and NHS Grampian are Category 1 responder.

Sector resilience and preparedness is the responsibility of the Chief Officer. The Corporate Manager is responsible for acting as the point of contact for Moray and for driving forward all matters relating to civil contingencies and resilience within Moray, supported by HSCM Civil Contingencies Group and Moray Resilience Group.

    (c) **Financial implications**
There are no financial implications associated with this report.

    (d) **Risk Implications and Mitigation**
HSCM Civil Contingencies Risk Register is routinely monitored by the HSCM Civil Contingencies Group with risks escalated to the senior management team as appropriate.

    (e) **Staffing Implications**
There are no staffing implications arising from this report.

    (f) **Property**
There are no property implications arising from this report.

    (g) **Equalities/Socio Economic Impact**
An Equality Impact Assessment is not needed as there is no change to policy or procedure.

    (h) **Consultations**
Consultation on this report has taken place with the Chief Officer, Chief Financial Officer, Isabelle Laing, Head of Civil Contingencies, NHS Grampian, Gordon McDonald, Emergency Planning officer, Moray Council and Tracey Sutherland, Committee Services Officer, Moray Council, who are in agreement with the content of this report as regards their responsibilities.

6. **CONCLUSION**

6.1. **This report summarises the actions that are being progressed to ensure that HSCM meets the appropriate standards and establishes robust contingency arrangements to ensure critical functions can be maintained during**

disruptive incidents. Progress is being made but there are some areas that require urgent attention and these are being prioritised by senior management.

Author of Report: Jeanette Netherwood, Corporate Manager
Background Papers: with author
Ref: