



REPORT TO: MORAY INTEGRATION JOINT BOARD AUDIT, PERFORMANCE AND RISK COMMITTEE ON 30 MARCH 2023

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 (HSCM) progress against NHS Grampian's Resilience Improvement Plan 2019-21, and provide an overview of the work of HSCM Civil Contingencies Group.

2. RECOMMENDATION

2.1. It is recommended that the Committee:

- i) **consider and note the contents of this report alongside the HSCM Civil Contingencies Group Action Plan (APPENDIX 1);**
- ii) **request an annual assurance report to this Committee from the HSCM Civil Contingencies Group;**

3. BACKGROUND

3.1. Integration Joint Boards are categorised as Category One responders under the Civil Contingencies Act 2004 (Scotland), as per an amendment to the act in Scottish Parliament on 18 January 2021. This places requirements for the MIJB and HSCM to have mechanisms and plans in place to respond to incidents.

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

3.3. The stated purpose of the 41 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".

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

- A statement of an expected level of resilience practice
 - A rationale/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.
- 3.5. An assurance report was submitted to this committee on 31 March 2022 providing an update on progress against NHS Grampian's Resilience Improvement Plan and provided an overview of the work of the HSCM Civil Contingencies Group, para 10 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. Close working relationships with NHS Grampian and Moray Council continues with a focus on shared learning and disruptive event planning. The Corporate Manager represents HSCM on all Grampian wide emergency planning groups.
- 4.3. The HSCM Control room was established in March 2020 and has continued to operate for the purposes of emergency planning and response, providing a central point for receipt and distribution of essential communication and intelligence information.
- 4.4. The use of technology and in particular, the use of Microsoft Teams has allowed staff to fully engage with colleagues and participate in meetings with cross Grampian implications. It has also enabled incident response teams and control rooms to respond and stand up virtually. However, the use of technology on a daily basis also has implications for events that may result in loss of power or communications and this is being included in Business Continuity and Emergency planning.
- 4.5. Debriefs and lessons learned from Storm Arwen during November 2021 and Storm Malik and Corrie January 2022, continue to be discussed and implemented across all partners in Grampian. The recommendations from the Scottish Government report, published 28 October 2022, are being incorporated into resilience planning, where appropriate, across the health and social care partnership.
- 4.6. Much of this shared learning is co-ordinated through the Grampian Local Resilience Partnership (GLRP). The relationships with the other Health and Social Care Partnerships resilience teams and NHSG Civil Contingencies Unit, allows sharing of ideas, plans and support for debriefs.
- 4.7. The action plan (**Appendix 1**) is in place to support NHS Grampian's Resilience Improvement Plan, to 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). This plan will be updated in 2023 against the revised Standards.

- 4.8. The following actions have been identified for 2023: 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:
- Care for People (CfP) – Strategic document in final draft
 - Planning has commenced for a CfP Operational Plan.
 - Clarify roles and responsibilities for staff within HSCM and invocation of plans, both in hours and out of hours.
 - Review existing service Business Impact Analysis (BIA) and Business Continuity plans to ensure they reflect new ways of working. A programme for supporting service managers to review and exercise plans is in place.
 - Training gaps identified and action to address the gaps.
 - Continue to work closely with partners to share information and learning with other responders to enhance coordination and efficiency in responses, with any gaps in preparedness identified and incorporate into the action plan.
 - Persons at Risk Database (PARD) – data continues to be accessed via the Care First system to identify vulnerable people within social care. There is ongoing work across the 3 HSCP's in Grampian to consider other available data, reporting back via the GLRP.
- 4.9. The Partnership are signed up to Page One, which is run by Police Scotland. It is the method of activating the GLRP. This was used during the storms of 2021/22.
- 4.10. NHS Grampian have been contacted by Audit Scotland to advise of their intention to carry out an audit of NHS Grampian's Business Continuity arrangements. Whilst responding to the pandemic HSCM had to suspend testing and exercising of plans, however it is planned that a revised schedule will be agreed.
- 4.11. The Partnership's Senior Managers on Call (SMOCs) continue with a 24/7 rota throughout the year. They are responsible for emergency response across HSCM. Review of these arrangements and training is under discussion.
- 4.12. Prior to March 2021, IJB's were reliant on NHS Board and Council specialist advisors for support. Currently HSCM is represented by the Corporate Manager on all matters involving Civil Contingencies. Unlike other partnerships, HSCM does not employ a subject matter expert on this topic and this has been highlighted and placed on the Strategic Risk Register, with a High rating.
- 4.13. Persons at Risk Database (PARD) - a letter has been submitted to the Scottish Government on behalf of the three H&SC Partnerships in Grampian, highlighting the information governance issues that prevent the sharing of health data to identify vulnerable people in the event of an incident. It is important to note that there is no actual database as the name suggests. All three partnerships have to accept that there is risk meantime, that we are not sighted on all data. It is understood that this situation is a common theme in many of the H&SC Partnerships across Scotland.

5. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan “Partners in Care 2022-2032”

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 also Category 1 responders.

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 actions and risks escalated to the system leadership group and senior management team as appropriate.

(e) Staffing Implications

There are no implications directly 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) Climate Change and Biodiversity Impacts

None arising directly from this report.

(i) Directions

None arising directly from this report.

(j) Consultations

Consultation on this report has taken place with the Chief Officer, Chief Financial Officer, Ross Ferguson, Emergency Planning officer, Moray Council, Isla Whyte, Interim Support Manager and Lindsey Robinson, 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 attention and these are being prioritised by senior management. Without dedicated resource, there is a risk to MIJB that it may not fulfil all of its statutory duties as a Category 1 responder under the Civil Contingencies Act 2004.**

Author of Report: Sonya Duncan, Corporate Manager, March 2023

Background Papers: with author