



INTEGRATION JOINT BOARD

Date of Meeting	7 th June, 2022
Report Title	Annual Resilience Report 2021/22
Report Number	HSCP22.033
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Consultation Checklist Completed	Yes
Directions Required	No
Appendices	Appendix A – Strategic Risk register Appendix B – Further details on Storm, Arwen, Malik, and Corrie

1. Purpose of the Report

- 1.1. To provide the first annual assurance report on the Integration Joint Board's (IJB's) resilience arrangements in fulfilment of its duties as a Category 1 responder under the Civil Contingencies Act 2004.

2. Recommendations

- 2.1. It is recommended that the Integration Joint Board:
- a) notes the progress made in embedding the IJB's resilience arrangements during 2021/22.

3. Summary of Key Information

- 3.1. The IJB has emergency planning responsibilities to fulfil as a Category 1 responder, as defined by the Civil Contingencies Act 2004. These responsibilities were confirmed in April 2021. This report provides an annual position statement on our activity and preparedness in the areas set out in



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the Act, including details of further planned improvements to ensure that the IJB and the Aberdeen City Health and Social Care Partnership are in as strong a position as possible to respond to emergencies and incidents affecting the public.

- 3.2.** As a Category 1 responder, the IJB has managed a number of concurrent risks this year. During 2021/22, this management of concurrency continued as the pandemic transitioned into longer term management and our system of organisational resilience responded to new and emerging risks. This past year has allowed us to strike a balance between the demands of an on-going pandemic and preparing for/responding to other emergencies concurrently. In this way, the IJB's organisational resilience arrangements have become further embedded.
- 3.3.** To recap, our responsibilities under the 2004 Act are as follows:
- To assess the risk of emergencies occurring and using this to inform contingency planning.
 - To maintain emergency plans and business continuity plans.
 - To inform the public about civil protection matters and to maintain arrangements to warn, inform and advise the public in the event of an emergency.
 - To share information with other local responders to enhance coordination, and to co-operate with other local responders to enhance co-ordination and efficiency.
- 3.4.** Management of risk relating to COVID-19 continued to feature as part of the IJB's duties as a Category 1 responder during 2021/22. These risks are now embedded in the Strategic risk register. These Strategic risks are monitored by the IJB and the Risk, Audit and Performance Committee, whilst the Leadership Team continue to monitor the impact of COVID and EU Exit on the delivery of critical services and to reflect this in their risk registers.
- 3.5.** The IJB continues to maintain situational awareness of EU Exit related matters through engagement with external networks and local partners



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including CoSLA, and Grampian Local Resilience Partnership (GLRP). The potential risks that were identified have either been closed or integrated into “business as usual” risk management.

- 3.6.** In terms of governance arrangements, the IJB have included a strategic risk on its Strategic Risk Register on its duties under the Civil Contingencies Act and the Partnership have revised the Terms of Reference of its Civil Contingencies Group to reflect the duties under the Act and have developed an action plan on progress against the duties. A copy of the Strategic Risk forms Appendix A to this report.
- 3.7.** The Partnership is represented on a variety of governance groups established by NHSG and Aberdeen City Council, as well as the GLRP.
- 3.8.** The Partnership’s Senior Managers on Call (SMOCs) remain on call 24/7 throughout the year and are responsible for assessing and managing risks during emergency response. The resilience around the SMOC arrangements have been enhanced by supplementing the SMOC’s with Managers on Call (MOC’s) started in January 2022. The MOC’s have been chosen due to their experience of managing flow or because they have a skillset to pull information together at short notice should the requirement arise. In most cases either the SMOC or MOC will have experience of frailty flow. This additional support will allow the SMOC to manage concurrent events (e.g., flow management and weather events). A review of the MOC arrangements will take place at the end of June 2022.
- 3.9.** In 2021/22, the Partnership have also looked at the resources that are required to meet the duties under the Act. In addition to the introduction of MOC’s, plans have been implemented to amend the relevant post in the Leadership Team to include “Resilience Lead” within the job role, as well as increasing the communications support available to the IJB and the Partnership. Future plans include securing additional resilience support in partnership with Aberdeen City Council and participating in training and exercising at a local (Aberdeen City), Grampian-wide and national level. These training and exercises events will have financial implications due to staff requiring to attend the events and cover arrangements being put in place.



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- 3.10.** Other additional costs (both direct and indirect) in 2021/22 resulting from the IJB becoming a Category 1 Responder related to the Partnership's response to the storms (bringing in additional Social Work staff out of hours at the weekend to help check on vulnerable clients as well as the impact the response had on the Leadership Team members involved in response who were taken off other duties to help with the response and then given time off in lieu to compensate during the week). Details of the budgetary implications arising from the IJB becoming a Category 1 Responder are outlined at section 4.2 of this report. As detailed in Appendix B to the report, the engagement with the 3rd Sector/Voluntary Sector in the City has been invaluable to enable the wider response to incidents, allowing volunteers to assist in the checking of vulnerable people. The use of volunteers will play a key role as part of a wider response to incidents in the City.
- 3.11.** Participation in the COVID-19 strategic Grampian Local Resilience Partnership (GLRP) has continued throughout this year, where the Partnership has been represented by the Business Manager (on behalf of the Chief Officer). This "all risks" group has been working to a strategy to protect and preserve life, support the ongoing work of all agencies in relation to COVID-19 and the return to new normality and create and maintain a shared situational understanding. The Partnership have also been attending the regular meetings of the GLRP throughout 2020/21.
- 3.12.** Since April 2021, the Partnership have been assisting in the management of flow of patients through the frailty pathway. The SMOC's have taken an active role in a cross-system approach, attending daily connect meetings as well as weekend huddles.
- 3.13.** The Partnership has also responded to a number of concurrent incidents and effectively managed these through the Partnership's emergency response structures. A summary of the incidents and resulting improvements is below:



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3.14.

Incident	Improvements identified	Status
<p>Scottish Gas Network outage at Great Northern Road</p> <p>21/8/2021</p>	<p>Need to improve access to vulnerable persons information to assist with Care for People obligations.</p> <p>Requirement for improved data sharing arrangements ACC and SGN.</p> <p>Incident comms with Scottish Water and ACC require improvement.</p>	<p>In progress - Person at Risk Database (PARDS) is a tool to allow access to information on vulnerable people using Geographic Information System (GIS). This requires development learning from examples of good practice (Falkirk Council example).</p> <p>In progress - in an emergency the Civil Contingencies Act allows for a level of information sharing across agencies and Category 1 and 2 responders but a proactive solution to allow for planning and preparation is needed and linked to PARD above.</p> <p>In progress - discussion required with Scottish Water to look at improved comms for future</p>
<p>NHSG Mutual Aid Request – vehicles and drivers</p> <p>October 2021</p>	<p>None.</p>	<p>Wider voluntary/3rd Sector engagement around mutual aid requests to assist with volunteering and other actions has been undertaken. This engagement was increased around the time of the Omicron variant of COVID-19, although the need to activate any specific mutual aid requests was not required. Further details on the use of volunteers to assist the response to</p>



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Incident	Improvements identified	Status
		incidents is contained in Appendix B to this report.
<p>Storm Arwen November 2021 (more details on Storms Arwen, Malik and Corrie are contained in Appendix B to this report)</p>	<p>Continue to progress and expedite plans for the introduction of PARD in Grampian and ensure inclusion of Utility Companies in these plans.</p> <p>The establishment of a Multi-Agency Coordination Centre (MACC) would have been beneficial in the overall coordination of operational activity and actions coming from the RP meetings. This could be either virtual or in person depending on circumstances.</p> <p>Further work required in respect of promoting personal/household and community resilience in preparation for disruptive events</p>	<p>In progress-Grampian LRP have agreed criteria of vulnerabilities, each local authority area is progressing PARD solution.</p> <p>A virtual MACC was established for response to storms Malik and Corrie.</p> <p>Aberdeen City Care For People Group are tasked with this action.</p>
<p>Storms Malik and Corrie-January 2022 (more details on Storms Arwen, Malik and Corrie are contained in Appendix B to this report)</p>	<p>In addition to the points above relating to Storm Arwen.</p> <p>Further development of the MACC as a virtual platform</p> <p>All responders to consider their own Business Continuity Plans – in particular availability of back- up Generators.</p> <p>Ongoing discussions with power companies to map out the LA areas to improve Situation reports / situational awareness information in the future.</p>	<p>Police Scotland will lead on this.</p> <p>Part of review of BCP's within Partnership.</p> <p>Part of wider PARD work.</p>



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- 3.15.** Exercising and training continues to be a priority for the organisation. The following have been completed this year:
- Unannounced activation of GLRP – October 21 (multi agency)
 - Emergency Planning introduction & winter preparedness / training and presentation across Multi Agency partners – October 21
 - ACC Emergency Response Teams, Winter preparedness exercise December 21
- 3.16.** Training and development will continue throughout 2022, to ensure that the Partnership's emergency response teams, partners and community groups are clear on their roles and how to execute these in the event of risks manifesting, individually or concurrently.
- 3.17.** Risks are also assessed and monitored regularly through the GLRP which manages a risk register and resulting workplan. The Partnership's Business Manager represents the Partnership on the GLRP Working Group which meets every six weeks.
- 3.18.** Care For People, as discussed earlier in the report, the inclusion of IJB's as Category 1 Responders under the Civil Contingencies Act helped to formalise arrangements and improve existing partnership working, for instance on the review of the Aberdeen City Care for People Plan. The Care for People Group is co-chaired between the Partnership and the Council. The review of the Plan was recommended in an internal audit of civil contingency arrangements in the Council. The Care for People Group reviewed the Plan, building on work undertaken in the Council on resilience matters and streamlining the Plan to make it more user friendly. The Plan was approved by the Care for People Group in May 2021. In terms of governance, representatives from the Partnership are members of various Council groups and boards which helps to further enhance the working arrangements. The Scottish Government's "Preparing Scotland" guidance sets out the requirements for caring for people in Scotland and the review of the Aberdeen City Care for People Plan has followed the guidance.
- 3.19.** NHS Scotland Standards for Organisational Resilience- NHS Grampian have asked all sectors to sense check their resilience arrangements against the response that NHS Grampian sent to NHS Scotland in June 2020. Since last



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June, the IJB has become a Category 1 responder, so the Partnership have reviewed and submitted the response to NHS Grampian.

3.20. The Partnership are now signed up to Page One which is the method of activating the GLRP and run by Police Scotland. This activation process was utilised during the recent storms. The Partnership has the responsibility of ensuring that Page One is totally up to date should there be a requirement to activate the LRP.

3.21. As the IJB's are now Category 1 responders, the local arrangements for the management and administration of the Scottish Government's "Resilience Direct" portal has been passed to the three HSCPs, rather than under the umbrella of NHSG.

4. Implications for IJB

4.1. Equalities, Fairer Scotland, and Health Inequality

While there are no direct implications arising as a result of this report, equalities implications are considered when operating a response to an incident via the current checking of Care First for vulnerable clients and in the future through the use of the PARD.

4.2. Financial

Liaising with Deputy CO/CFO on this section.

4.3. Workforce

Minor changes have been made to the job descriptions of posts to help support the IJB becoming a Category 1 Responder. Additional communications support has been arranged (details contained in section 4.1 above).



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4.4. Legal

This report outlines the duties that IJB's have under the Civil Contingencies Act 2004 and explains how the IJB has been meeting its duties.

4.5. COVID-19

This report details how the Partnership has engaged the wider 3rd Sector/Voluntary Sector in the City to enable volunteers to assist the wider health and social care system respond to the pandemic in year 2021/22.

4.6. Unpaid Carers

There are no direct implications relating to unpaid carers in this report.

4.7. Other

There are no other implications that require detailing.

5. Links to ACHSCP Strategic Plan

- 5.1. Ensuring a robust and effective risk management process will help the ACHSCP achieve the strategic priorities as outlined in its strategic plan, as well as the IJB's duties under the Civil Contingencies Act, as it will monitor, control, and mitigate the potential risks to achieving these. The Strategic Risk relating to the IJB becoming a Category 1 Responder has been aligned to the Strategic Plan 2019-2022. A copy of the Strategic Risk forms Appendix A to this report.

6. Management of Risk

6.1. Identified risks(s)

Appendix A to this report outlines the strategic risk relating to the IJB being a Category 1 Responder under the Civil Contingencies Act.





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6.2. Link to risks on strategic or operational risk register:

The risk relating to the IJB being a Category 1 Responder under the Civil Contingencies Act forms Strategic Risk 10 on the IJB's Strategic Risk Register.

6.3. How might the content of this report impact or mitigate these risks:

Appendix A to this report outlines the strategic risk relating to the IJB being a Category 1 Responder under the Civil Contingencies Act.

Approvals	
	Sandra Macleod (Chief Officer)
	Alex Stephen (Chief Finance Officer)