



INTEGRATION JOINT BOARD

Date of Meeting	25 th April, 2023
Report Title	Annual Resilience Report
Report Number	HSCP23.021
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Consultation Checklist Completed	Yes
Directions Required	No
Appendices	None

1. Purpose of the Report

- 1.1. To provide the 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 further embedding the IJB's resilience arrangements during 2022/23.

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



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position statement on our activity and preparedness in the areas set out in 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.** 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.
- 3.3.** The Partnership is represented on a variety of governance groups established by NHSG and Aberdeen City Council, as well as the Grampian Local Resilience Partnership (GLRP).
- 3.4.** 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.
- 3.5.** In 2022/23, the Partnership have also looked at the resources that are required to meet the duties under the Act. The relevant post in the Senior Leadership Team has been amended to include "Resilience Lead" within the job role, additional resilience support has been secured (in partnership with Aberdeen City Council) and participating in training and exercising at a local (Aberdeen City), Grampian-wide and national level has increased.
- 3.6.** 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.



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- 3.7.** The Partnership continues to monitor and manage concurrent risks around COVID-19 and EU Exit. These risks are now embedded in the Strategic Risk Register as “business as usual” risk management activity. Strategic risks are monitored by the Senior Leadership Team and the Risk, Audit and Performance Committee, whilst members of the Senior Leadership Team monitor operational risks regularly, including horizon scanning for new or escalated risks.
- 3.8.** Resilience structures were activated to assess and manage the risk associated with the resettlement of asylum families and those displaced by conflict and war. This involved risks being assessed and mitigated in collaboration with public sector partners, and Scottish and UK Governments.
- 3.9.** Similarly, resilience structures were activated to plan and prepare for the impacts of industrial action in health services. The use of our Incident Management Team processes, helped to ensure that staff across the Partnership were fully sighted on the planning arrangements and mitigations of the Partnership and providing support around the potential consequences.
- 3.10.** Key members of the Partnership’s Civil Contingencies Group have met regularly during numerous debriefs, both internal and multi-agency. The following priority actions have been identified by the Group based on an assessment of risk to vulnerable people in the City. These have been progressed throughout the year and further detail is included later in this report:
- Creation of a City Persons at Risk Database (PARD)
 - Volunteers, Community, Business and Individual Resilience
 - Power Resilience
- 3.11.** 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:

Incident / Event	Activity
Storms Malik and Corrie Debriefs (April)	Incident Management Team (IMT) Debriefs



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Incident / Event	Activity
	Grampian Local Resilience Partnership (GLRP)
Industrial Action	IMT
Weather event – flooding (Nov)	IMT Debriefs GLRP
Weather event-storm Otto (Feb)	IMT GLRP

A summary of the incidents that have resulted in improvements being identified is below:

Incident	Improvements identified	Status
Storms	NHSG Mutual Aid Request – template and procedure required	Completed. Adopted by GLRP in early 2022
Weather event November	Rota creation to manage rest centre managers. Linked to Care For People response Aberdeen City Council are looking at increasing staff volunteers pool to support emergency response incidents as well as increasing the pool of rest centre managers.	Priority actions for Aberdeen City Council in 2023 Q1

3.12. Exercising and training continues to be a priority for the organisation, with full support from the Senior Leadership Team. The following have been completed this year:

- Unannounced activation of GLRP – November 2022 (multi agency)



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- Winter preparedness / training and presentation across GLRP partners – November 2022
- Senior Manager on Call and Council's Duty Emergency Response Co-ordinator refresher presentation – December 2022
- Power Resilience x 2 sessions – scenario planning for planned power cuts (Rota Load Disconnections and Demand Control - OC6) November & December 2022
- Council Emergency Response Teams and ALEOs (including the Partnership), Winter preparedness exercise December 2022
- The Partnership will continue to be notified of exercising by the GLRP and will attend where appropriate, this will include training and exercises from both ACC and NHSG as well as other partners in the GLRP.

3.13. Training and development will continue throughout 2023 to ensure that the Partnership's emergency response teams, partner organisations (Aberdeen City Council and NHS Grampian) and community groups are clear on their roles and how to execute these in the event of risks manifesting, individually or concurrently. This is done through a combination of:

- Page turn exercises on emergency plans and business continuity plans;
- Presentations/discussions to check assumptions and shared understanding e.g. winter preparedness;
- Tabletop exercises which facilitate role play including concurrency of factors as part of a single emergency as well as concurrent incidents e.g. mass evacuation;
- Live play exercises which are as close as safely possible to an actual incident e.g. power resilience failure; and
- Drills which are coordinated and supervised closely and test existing protocols and plans.

3.14. The continued use of Aberdeen City Council's internal Resilience Hub, a SharePoint site which provides a toolkit for emergency response teams (including the Senior Managers on Call), has continued with a strong focus over the year and its content is steadily growing. This assists with situational awareness, sharing of historical data and lessons learned, partnership contacts, relevant legislation and regulation reference documents. The Resilience Hub is also a central place to share information and updates on



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incidents and acts as the single point of contact for current information e.g. emergency plans and activation packs.

- Monthly updates posted UK PROTECT Bulletin
- Links to reports such as Coronavirus lessons learned to date UK Parliament
- Sharing of partner rotas
- Weather updates, official warnings as well operational updates
- SMOC and DERC channel to allow immediate information flow between managers on call in the Partnership and the Council
- Templates for managing incidents and debriefs from incidents
- Media reports of interest
- Changes in legislation or guidance
- Training opportunities from other partners

3.15. Risks are also assessed and monitored regularly through the GLRP which manages a risk register and resulting workplan. The Business and Resilience Manager and Emergency Planning Response Officer represents the Partnership on the GLRP Working Group which meets every six weeks.

3.16. As mentioned previously, Integrated Joint Boards (IJB) became Category 1 responders under the Civil Contingencies Act in April 2021. The Partnership and the Council have been working very closely on civil contingency matters, Partnership staff have been involved in meetings of the GLRP and had also participated in the response to a number of incidents in the past year. The Care for People Plan was reviewed and updated then approved by the Care for People Group in October 2022. In terms of governance, representatives from the Partnership are members of various Council and NHS Grampian groups and boards which helps to further enhance the working arrangements.

3.17. Preparation continues around the Partnership's role in response to a National Electricity Transmission System (NETS) failure (previously known as 'Blackstart') which is an unplanned prolonged power outage affecting the whole of the UK, or the whole of Scotland. This is a significant piece of work being progressed through a GLRP Task and Finish Group, a separate Resilient Telecommunications Group, and internally at the Partnership,



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through the IMT established to update critical services in the Partnership ahead of industrial action and planned and unplanned power outages and through continued liaison with ACC and NHSG on their plans.

- 3.18.** As mentioned above the IMT has also considered planned power outages which have emerged as a low likelihood risk for winter 2022/2023. Known as Rota Load Disconnections (RLD) and Demand Control-OC6, these planned power outages may have short term 3-hour impacts in predefined small geographic areas aligned with postcodes (i.e., AB11) again spread across all of the UK at the same time. The scenario planning has allowed Business Continuity Plans to be reviewed and adapted, risks identified and mitigated for and for some risks to be tolerated.
- 3.19.** A UK government led, and Scottish Government supported, national power resilience exercise involving all local authorities and other partners, is to take place in March 2023 which is anticipated will significantly inform the planning for both NETS Failure and RLD and Demand Control- OC6.
- 3.20.** The Partnership's Communications staff operates a 24/7/365 on-call rota (tied into ACC's out of hours rota) as part of which they will inform the public and media of an emergency situation. There is an agreed Emergency Incident Response Protocol which sets out a clear pathway for how the public are informed.
- 3.21.** The Partnership's Communications staff are also members of the GLRP Public Communications Group – this group plays a crucial role in coordinating of public communications.
- 3.22.** The Partnership has continued to work closely with all local responders during the year, particularly to manage the response to Storms Arwen, Malik and Corrie, and in order to support our resettled communities.
- 3.23.** Key learnings from storm debriefs included:
- Building and promotion of Community Resilience for all
 - All responders to consider their own Business Continuity Plans
 - Ongoing discussions with power companies to map out the Local Authority areas to improve situational awareness in future incidents



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- SSEN to share learning from England and Wales with the group on data sharing/mapping.
- 3.24.** A number of multi-agency resilience workshops have taken place, with attendance by our key emergency planning and response staff. 2023 will see a significant review of the Partnership's emergency response plans and their resource to ensure the effectiveness of their emergency response. The effectiveness and suitability of the SMOC resource, is being reviewed to align with the procedures in ACC and the DERCS role. This provides real assurance that in the North East we have strong communication links with our partners and common language and understanding in the response to an emergency.

ADDITIONAL PRIORITIES

Persons at Risk Database (PARC)

- 3.25.** Considerable efforts continue to be directed at the development of an Aberdeen City Persons at Risk Database (PARC). This will allow responders to easily and accurately access and assess the vulnerability of persons affected by an emergency. PARC has been discussed for many years but post learnings from the Storms of late 2021 / early 2022 it has been identified as a priority by all three local authorities. An interim PARC is now in place, with a view to a more complete PARC by winter 2023.

Awards and Achievements

- 3.26.** Aberdeen City Star Awards – in 2022 the Aberdeen City Emergency Response team (including the Partnership, Bon Accord Care and voluntary organisations) won the collaboration award at the Council's Star Awards for their response to Storm Arwen. This was a fantastic team effort and shows the commitment and loyalty that the staff have in ensuring the city responds in the most effective and efficient way to emergencies. It also proved that the structures, preparation and planning we have in place works and can be scaled up and down accordingly.



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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 D365 for vulnerable clients and in the future through the use of the PARC.

4.2. Financial

The Senior Managers on Call receive a standby allowance for being on call which equates in total to approximately £10,000 per annum. In addition to this, overtime for major incidents have been claimed, however it is difficult to predict the costs around this.

4.3. Workforce

Minor changes have been made to the job descriptions of posts to help support the IJB becoming a Category 1 Responder.

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

There are no direct implications relating to Covid-19 in this report.

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.



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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 Operational Risk relating to the IJB becoming a Category 1 Responder has been aligned to the Strategic Plan.

6. Management of Risk

6.1. Identified risks(s)

The Risk on the IJB fulfilling its requirements under the Civil Contingencies Act 2004 was de-escalated from the Strategic Risk Register to the operational level. The controls and mitigating actions that have been outlined in this report around the IJB's duties have managed to reduce the risk. The development of the PARD, continued review of plans and the exercising of these plans will help to further reduce the risk.

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

As detailed above the risk around the IJB fulfilling its duties under the Act are contained at the operational level and are managed by the Business and Resilience Manager and monitored by the Partnership's Civil Contingencies Group on a quarterly basis.

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

As detailed above, the controls and mitigating actions that have been outlined in this report around the IJB's duties have managed to reduce the risk. The development of the PARD, continued review of plans and the exercising of these plans will help to further reduce the risk.