



INTEGRATION JOINT BOARD

Date of Meeting	7 th May 2024
Report Title	Annual Resilience Report
Report Number	HSCP24.029
Lead Officer	Fiona Mitchelhill, Chief Officer
Report Author Details	Name: Martin Allan Job Title: Business and Resilience Manager Email Address: martin.allan3@nhs.scot
Consultation Checklist Completed	Yes
Directions Required	No
Exempt	No
Appendices	None
Terms of Reference	Monitor the IJB's work and performance as a Category One Responder under the Civil Contingencies Act 2004.

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 IJB:
- notes the progress made in further embedding the IJB's resilience arrangements during 2023/24.



INTEGRATION JOINT BOARD

3. Strategic Plan Context

3.1. Ensuring a robust and effective risk management process will help Aberdeen City Health and Social Care Partnership (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 ACHSCP Strategic Plan.

4. Summary of Key Information

4.1. 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 the Act, including details of further planned improvements to ensure that the IJB and ACHSCP are in as strong a position as possible to respond to emergencies and incidents affecting the public.

4.2. 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.

4.3. ACHSCP is represented on a variety of governance groups established by NHS Grampian (NHSG) and Aberdeen City Council (ACC), as well as the Grampian Local Resilience Partnership (GLRP).

4.4. ACHSCP'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.

4.5. ACHSCP continues to monitor and manage risks and learnings from the ongoing COVID-19 inquiries. Both Covid and EU Exit risks are now embedded in the Strategic and Operational risk registers as "business as



INTEGRATION JOINT BOARD

usual” risk management activity. Strategic risks are monitored by the IJB and the Risk, Audit and Performance Committee, whilst Operational risks are considered by the Clinical Care and Governance Committee.

- 4.6.** Members of ACHSCP’s Civil Contingencies Group have met regularly during numerous debriefs, both internal and multi-agency as well as meeting quarterly. The following priority actions have been identified by the Group members based on an assessment of risk to the ACHSCP/IJB. These have been progressed throughout the year and further detail is included later in this report:

Development of a City Persons at Risk Database (PARD)
 Power Resilience planning and preparation

- 4.7.** The Emergency Response Team structure has been revised during 2023/24 with a new two-tier approach of Strategic (Senior Manager On Call (SMOC)), and Operational being approved by SLT enabling us to discharge our role as a Category 1 responder. This approach has ensured alignment with other Category 1 responders. 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.
- 4.8.** ACHSCP has responded to a number of incidents / events and effectively managed these through its emergency response structures, including subsequent de-briefs. Improvement actions are identified and overseen by the Civil Contingencies Group

Incident / Event	Activity
Storm Babet	<ul style="list-style-type: none"> • Incident Management Team (IMT’s established by the ACHSCP and Aberdeen City Council) • Grampian Local Resilience Partnership (GLRP) • ACHSCP Debriefs • ACC Debriefs • GLRP Debriefs <p>In terms of lessons learned from Storm Babet (from an internal point of view), the main point arising from the debrief was that SLT (or an IMT) need to meet earlier to specifically discuss the amber/red weather warning and put in contingencies/rota to ensure that</p>



INTEGRATION JOINT BOARD

	<p>there is support and relief for those staff assisting in the response. The IMT that was subsequently established managed the response well, however an earlier discussion about initial actions in response to the amber weather warning for the City and the red warning for south Aberdeenshire and Angus would have been beneficial.</p>
<p>Various Weather events – flooding (Storm Isha, Jocelyn and Gerrit)</p>	<ul style="list-style-type: none"> • Preparatory meetings with GLRP • Incident Management Team (IMT) • GLRP Debriefs <p>Luckily in the main these events were Business as Usual for ACHSCP regarding impact and requirement for single service response.</p>

4.9 Exercising and training continues to be a priority for the organisation, with full support from the Senior Leadership Team which is critical in ensuring engagement from all relevant teams. The following have been completed this year, with a number of the courses being held jointly with the SMOC's and the Council's Duty Emergency Response Coordinators (DERC's):

Training topics	Completed	Agency/staff involved
<p>Lunch and Learn sessions</p> <ul style="list-style-type: none"> • How to stand up the Local Resilience Partnership • Joint Emergency Service Interoperability Program (JESIP); Major Incident/Exact Location/Type of Incident/Hazards/Access/Number of Casualties/Emergency Services (METHANE); & Joint Decision Model (JDM) • Council Support Centres - what where and how to activate 	Yes	SMOC's and DERCs



INTEGRATION JOINT BOARD

<ul style="list-style-type: none"> Met office and SEPA alerts explained 		
New SMOCs – How to guide	Yes	SMOCs
ACHSCP’s Aberdeen Drug and Alcohol Partnership (ADP) led a table top exercise to explore a civil contingencies approach to a new or emerging public health emergency relating to potential threat and mitigations of highly potent substances in Aberdeen i.e. high numbers of drug related deaths, harms and associated consequences.	Yes	SMOC’s/ADP/Public Health Scotland/NHS Grampian
Grampian Care for People Group Exercise	Yes	Multi Agency
Winter preparedness – based on Storm Babet learnings	Yes	SMOC’s and ACC Emergency Response Teams
Exercise Mighty Oak	Yes	National Multi Agency
AHSCP lead – ‘System networking over Winter’ (SNOW) events	Yes	Multi Agency
“Page One” training	Yes	SMOCs

4.9. The continued use of the Resilience Hub (set up as a resource for SMOC’s and DERC’s which provides a toolkit for emergency response teams), 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 incidents and acts as the single point of contact for current information e.g. emergency plans and activation packs. Some of the content on the Resilience Hub includes:

- Monthly updates posted UK PROTECT Bulletin
- Sharing of partner rotas
- Weather updates, official warnings as well operational updates
- DERC and SMOC channel to allow immediate information flow
- Templates for managing incidents and debriefs from incidents
- Media reports of interest
- Changes in legislation or guidance
- Training opportunities from other partners



INTEGRATION JOINT BOARD

- 4.10. Risks are also assessed and monitored regularly through the GLRP which manages a risk register and resulting workplan. ACHSCP is represented on the GLRP Working Group which meets every six weeks
- 4.11. ACHSCP and ACC have been working very closely on civil contingency matters. The Care for People Plan was reviewed and updated then approved by the Care for People Group in October 2023. In terms of governance, representatives from ACHSCP are members of various Council groups and boards which helps to further enhance the working arrangements.
- 4.12. Preparation continues around a National Power Outage Plan (NPO) formally known as National Electricity Transmission System. A National Power Outage 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 ACHSCP are involved in the Council's NPO planning process, as well as through NHSG's processes. An in person session arranged by ACC, with key officers was held in late March 2024 to encourage input and set actions with a view to have a signed off ACC plan to exercise in Q3 2024.
- 4.13. As referenced above the ADP held a table top exercise in October 2023 on a new or emerging public health emergency relating to potential threat and mitigations of highly potent substances in Aberdeen i.e. high numbers of drug related deaths, harms and associated consequences. Following the exercise a draft Plan was submitted to the Chief Officer's Group (COG) in March 2024.

Warning and Informing the Public

- 4.14. ACHSCP's Communications officer operates a 24/7 – 365 days on-call rota (ties into ACC's and NHSG's out of hours rota), part of which they will inform the public and media of any emergency situation.
- 4.15. The staff member is part of the wider GLRP Public Communications Group – this group plays a crucial role in coordinating of public communications.

Working with Local Responders

- 4.16. ACHSCP has continued to work closely with all local category one and two responders during the year, particularly to manage the response to Storm Babet and other autumn/winter storms of 2023/2024.
- 4.17. Key learnings from 2023 storm debriefs included: Building and promotion of Community Resilience (in conjunction with ACC); Aberdeen City PARD



INTEGRATION JOINT BOARD

development – priority; and all responders to consider their own Business Continuity Plans

ADDITIONAL PRIORITIES

Persons at Risk Database (PARD)

- 4.18. Considerable efforts continue to be directed at the development of the **Persons at Risk Database (PARD)**. This will allow responders to easily and accurately access and assess the vulnerability of persons affected by an emergency. Officers continue to work on an Aberdeen City PARD, as well as being part of the GLRP PARD working group activities in 2023. Officers are ensuring Aberdeen City, Aberdeenshire and Moray Councils vulnerability categories align to make things more efficient for the responders. PARD has been discussed for many years but lessons learned from the Storms of late 2021 and early 2022 identified a PARD as a priority for all three local authority areas. An interim PARD is in place for the City and is improved from what was available in 2022/23, a more complete and detailed City PARD is aiming to be in place winter 2024.

CONTEST

The UK national strategy which aims to reduce the risk of terrorism through “the four Ps” –

- **Prevent:** stop people from becoming terrorists or supporting terrorism
 - **Protect:** improve our protective security to stop a terrorist attack.
 - **Prepare:** work to minimise the impact of an attack and to recover as quickly as possible
 - **Pursue:** investigate and disrupt terrorist attacks.
- 4.19. ACHSCP has been working with resilience partners in relevant areas to CONTEST, and plans are in place to ask staff in ACHSCP to complete the online Actions Counter Terrorism (ACT) training and download the Protect UK app (both of which are free). The ACT training takes one hour and is an entry level, interactive, online product designed to provide counter terrorism guidance to help mitigate against current terrorist methodology. The App accesses real-time information from Counter Terrorism (CT) Policing plus the latest protective security advice available at your fingertips 24/7.
- 4.20. The draft Terrorism (Protective of Premises) Bill sets out the requirements that, under Martyn’s Law, venues and other organisations will have to meet to ensure public safety. ‘Martyn’s Law’ is a tribute to Martyn Hett who was killed alongside 21 others in the Manchester Arena terrorist attack in 2017.



INTEGRATION JOINT BOARD

4.21. The draft bill was included in the King's Speech on 7 November 2023 as part of the programme of legislation the Government intends to pursue in the forthcoming Parliamentary session. Following important feedback on the requirements of the Standard Tier type of premises (capacity of 100-799 individuals), as part of the pre-legislative scrutiny process, the Government has launched a public consultation on an updated approach to the Standard Tier. Once the consultation process has concluded, the Bill will be introduced as soon as parliamentary time allows. As there is not yet an enforcement agency in place and the Bill is still going through consultation, we understand that we have a year or two before this becomes an enforceable law. In advance of the Bill being passed and the duty becoming law, ACHSCP has been attending meetings of the North East multi-agency sub group which has a strong network of partners across Grampian to discuss impact, guidance on delivery and training opportunities coming from the Bill. ACHSCP (and the 2 other HSCP's) are not employers and do not own any buildings, so discussions are being held around the governance required to be in place to allow HSCP's to adhere to the legislation.

PLANS FOR 2024/2025

4.22. Officers are working on a revised Emergency Plan for ACHSCP and this will be taken through the necessary governance routes in the first quarter of 2024/25. Following this, more work will be undertaken with NHSG and ACC on other ACHSCP Plans that require to be revised.

5. Implications for IJB

5.1. 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 PARD.

5.2. 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.



INTEGRATION JOINT BOARD

5.3. Workforce

There are no direct workforce implications arising from this report.

5.4. 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. The report also references the draft Terrorism (Protective of Premises) Bill which sets out the requirements that, under Martyn's Law, venues and other organisations will have to meet to ensure public safety.

Unpaid Carers

There are no direct implications relating to unpaid carers in this report, however the continued development of the PARD will look at how unpaid carers and those that they care for are included in the project.

5.5. Information Governance

There are no direct information governance implications arising from this report, however, it should be noted that information sharing in response mode does have information governance implications which should be addressed by statutory requirements or local arrangements.

5.6. Environmental Impacts

The report outlines ACHSCP's response to adverse weather events as a Category 1 Responder.

5.7. Sustainability

There are no direct sustainability implications arising from the report.

5.8. Other Implications

There are no other implications arising from this report.

6. Management of Risk



INTEGRATION JOINT BOARD

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 and is being monitored through the ACHSCP's Civil Contingencies Group. 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.

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 ACHSCP's Civil Contingencies Group on a quarterly basis.