

To: Renfrewshire Integration Joint Board

On: 25 November 2022

Report by: Head of Strategic Planning and Health Improvement

Heading: Renfrewshire HSCP - Winter Plan 2022/23

Direction Required to Health Board, Council or Both	Direction to:	
	1. No Direction Required	x
	2. NHS Greater Glasgow & Clyde	
	3. Renfrewshire Council	
	4. NHS Greater Glasgow & Clyde and Renfrewshire Council	

1. Summary

- 1.1. Each year, Renfrewshire HSCP, concurrently with partner organisations, proactively develop plans to ensure the resilience of critical services over the winter period. An update on winter planning is brought to the IJB for approval annually, and in recent years this has taken into account the highly uncertain and challenging operating environment in which health and social care services are delivered. These updates have also recognised that pressures which were usually more likely to be prevalent in winter, are now being identified and managed throughout the year.
- 1.2. The HSCP's winter planning therefore focuses on identifying further actions which are required to protect service provision during this period. In advance of the submission of this paper to the IJB, this planning process for winter 2022/23 has been undertaken across all of the HSCP's internal and hosted services, taking into account learning from the pandemic and also reflecting our current risk and issue context.
- 1.3. The Winter Plan 2022/23 is attached as Appendix 1 to this paper and provides a summary of the additional actions being taken to prepare for the winter period in Renfrewshire. This Plan links to individual service level plans, planning that has been undertaken by partner organisations and the Unscheduled Care Commissioning Plan. It also reinforces existing Business Continuity Plans which are under ongoing review within the HSCP.

2. Recommendations

It is recommended that the IJB:

- Approve Renfrewshire HSCP's draft Winter Plan 2022/23;

- Note that the Plan will be aligned to both the NHSGGC Board and Renfrewshire Council Winter Plans and will remain a live document to respond to changing circumstances throughout the winter period; and
 - Note that implementation of winter plans will be supported by internal and external communications and engagement strategies, developed in conjunction with NHSGGC and Renfrewshire Council.
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3. Background

- 3.1. As part of the IJB's role as a Category One responder under the Civil Contingencies Act 2004, the IJB has formal duties to assess risk and to maintain Emergency and Business Continuity Plans. Winter planning forms a core part of these duties. In June 2021, the IJB agreed to delegate to the Chief Officer, as its Accountable Officer, responsibilities for discharging these duties.
- 3.2. In undertaking these delegated responsibilities, and the winter planning that this entails, the HSCP continues to engage with partners through existing resilience arrangements regionally and locally. As part of these arrangements, the IJB and HSCP's Winter Plan is shared with colleagues within NHS Greater Glasgow and Clyde and Renfrewshire Council, while HSCP staff also contribute to the development and review of the IJB's partner organisations' respective Winter Plans.
- 3.3. In preparation for the coming winter, it is clear that a range of significant challenges remain with regards service demand and available staffing, whilst a range of additional challenges have also developed or increased in priority, reflecting our current risk and issue context. These are set out in further detail in Section 4 of this paper.

4. Assessment of emerging winter risks

- 4.1. Ongoing assessment of existing and emerging winter risks and issues has ensured that a number of key aspects, and their implications and impacts, have been considered within this year's planning cycle. They include:
- The volatility of the Ukraine situation and the potential forms of disruption this may cause on supply chains, public finances and cyber security;
 - The continued potential for, and likelihood of, waves of COVID infection and increase levels of influenza this winter;
 - The importance of continuing to prioritise the health and wellbeing of our staff, recognising the continued pressures facing health and social care services locally, regionally and nationally;
 - The potential for disruption to power supplies. This could be unplanned incidents due to local or national electricity system faults or severe weather such as the impacts observed following Storm Arwen last winter. It also includes potential planned rolling outages in the reasonable worst-case scenario set out by National Grid in the event of possible gas and power shortages during the winter months;

- The potential for cyber-attacks or technology incidents, which could be related to the security situation arising from the war in Ukraine or could arise from severe weather or other causes. A recent example of this includes the loss of internet and telephone communications in Shetland due to underwater cable damage, with significant impacts on service delivery;
- The financial climate, the cost-of-living crisis and the impact that this will have on the HSCP, local communities and service users and patients across the partnership's services.

4.2. The HSCP continues to experience consistently high demand on all services, and there has not been a return to pre-pandemic seasonal peaks and troughs. Reflecting this context, and in line with the approach agreed with the Audit, Risk and Scrutiny Committee to ensure 'winter' impacts are mitigated all year round, the HSCP has undertaken a complete review of the partnership's overarching Business Continuity Plan.

4.3. It is also important to note that whilst the number and visibility of COVID-19 cases reduced over the summer period, it is projected that further waves of infection will be experienced from November onwards. As society has increasingly opened, reflecting the removal of restrictions earlier in 2022, this will however be coupled with an expected increase in other viral infections such as norovirus, flu and other viruses through winter. It is therefore essential that the HSCP maintains flexibility and capacity to adapt the partnership's response at any time. Balancing this continued need for flexibility alongside ongoing service recovery will be challenging and will continue to need significant effort and focus to ensure provision of high quality, safe and person-centred care to our service users.

5. **Details of the HSCP's Winter Plan and supporting processes**

5.1. The Winter Plan 2022/23, attached as Appendix 1, provides a summary of the additional actions being taken to prepare for the winter period to mitigate against the risks identified above. This has been developed from detailed work which has been undertaken to develop individual plans within each service area, including hosted services. Each service plan focuses on that service's response to six key scenarios, which are:

- disruptive weather and the ability for staff to get to work;
- staff cover for the festive period;
- the impact of disruptive weather on the HSCP's supply chain;
- the impact of weather on available accommodation and property;
- disruption to systems and/or data loss; and
- disruption to infrastructure e.g. a loss of power supply.

5.2. It has also been developed to reflect (i) the Unscheduled Care Commissioning Plan and Delivery Plan 2022/23 to 2024/25 which covers actions being undertaken within Renfrewshire to support the timely provision of unscheduled care, and the delivery of the right care, at the right time and in the right place; and (ii) winter planning and resilience actions developed by NHS Greater Glasgow and Clyde and Renfrewshire Council.

- 5.3. Each of the deliverables which form the HSCP's Winter Plan encompass a range of key activities. This includes those actions which are both organisation-wide and service specific to ensure that appropriate arrangements are in place to support service provision during the winter period. Actions also reflect work undertaken in winter 2021/22 and developed over the course of this year, including the range of initiatives developed as a result of the winter funding monies from the Scottish Government. These actions are captured under the following categories:
- Vaccination programmes
 - Operational resilience
 - Surveillance and Response - Monitoring and Control (Governance)
 - Supporting the public
 - Supporting our partner organisations
 - Enablers and optimisations of existing infrastructure
 - Festive period planning
 - Workforce planning / staffing
- 5.4. Examples of actions within these categories include the HSCP's response, with partners, to addressing the impacts of the cost-of-living crisis and supporting delivery of the Fairer Renfrewshire Committee's objectives. The Committee has been set up to ensure that no-one in Renfrewshire is left behind, and has responsibility for matters on cost of living, social renewal and tackling poverty.
- 5.5. The HSCP has Head of Service participation in the Fairer Renfrewshire Officers Group and is working with colleagues within Renfrewshire Council to shape and deliver the Winter Connections programme. This programme aims to create a network of local spaces and places where people can connect with others in their community this winter. It will include a programme of events and activities that everyone can access, feel welcome, and make connections to other services and supports should they need to. To ensure the programme is as broad as possible, small grants have been made available to local groups to assist with participation.
- 5.6. Planning the necessary response to power outages has also been designated as a high priority and actions continue to define and put in place robust response plans. This includes assessment of backup power sources that may be required to support critical services, and the necessary operational arrangements for service delivery should there be a prolonged period of system and/or internet outages. The HSCP attends and contributes to contingency planning structures with partner colleagues on an ongoing basis.
- 5.7. The HSCP and partners also recognise the critical importance of continuing to support staff to maintain their health and wellbeing, and to complement existing measures and support mechanisms where possible. Cross service discussions are ongoing to ensure necessary additional measures have been considered (and will continue to be identified and implemented) to support and improve the health and wellbeing of staff. These measures include, but are not limited to:
- Continued support to access local and national wellbeing support (regularly covered in Chief Officer staff update emails);
 - Refreshing the Healthy Working Lives group;

- Ensuring appropriate uniforms and work wear for winter weather are available and scoping suitable contents for a winter pack for staff;
- Scoping of drop-down locations for staff, including access to hot drinks;
- Ensuring staff have access to information on cost-of-living e.g., food, fuel and financial advice and support; and
- Ensure all staff have access to NHS GGC All About Money information for staff who live outwith Renfrewshire and promoting access to related advice services through internal and external routes.

6. Related partner planning arrangements

- 6.1. The NHS GGC winter planning process has been undertaken concurrently and has included a series of cross-system workshops to confirm priorities, capture activity occurring in local areas and agree on new initiatives required to support resilience this winter. At the time of writing, this winter plan is well developed and in the process of being refined and finalised.
- 6.2. In addition, Renfrewshire Council also undertakes regular planning for winter and is working closely with HSCP colleagues to develop resilience plans and to coordinate communications over the winter period as part of the annual 'Ready for Winter' communications plan. Key elements of this plan over the coming months will target staff, local businesses and residents and will include enhanced public health messaging in relation to flu and COVID vaccinations, the cost-of-living crisis, and the potential for planned and unplanned energy outages, and cyber security.

7. HSCP Communications and Monitoring arrangements

- 7.1. In addition to communications provided to staff through partner organisations, the HSCP's Communications Team incorporates regular winter planning messaging into Chief Officer updates to ensure that staff and teams are aware of necessary preparations and actions that are required and the support that is available to them to maintain their health and wellbeing. In addition, a Leadership Network session was held with the HSCP's managers in early November to cover the key aspects of winter planning activity ongoing, and to set out the additional actions that will continue to be taken forward. As noted above, this activity and supporting communications will continue to be iterative and responsive to changing circumstances.
- 7.2. The Winter Plan will be brought regularly to HSCP Senior Management Team meetings, with Operational Heads of Service responsible for service updates. The Senior Management Team will continue to oversee the delivery of the Plan and monitor supporting data to ensure the effectiveness of the actions being taken. In doing so, the IJB will be kept briefed on our response throughout the winter if there are any significant changes to the Plan.
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Implications of the Report

1. **Financial** – Winter planning requirements are incorporated within ongoing financial planning.
2. **HR & Organisational Development** – None from this report.
3. **Community Planning** – Links with the council regarding the provision of warm spaces and food bank provision.
4. **Legal** – Meets the IJB's obligations as a Category One responder under the Civil Contingencies Act 2004.
5. **Property/Assets** – The identification of back up properties for each of our services.
6. **Information Technology** – Appropriate scenario planning for use of digital technology to support service provision during winter will be undertaken. This will draw upon the experience and learning from the pandemic to date. Additional planning undertaken to assure access to our critical data when normal access routes are compromised.
7. **Equality & Human Rights** – None
8. **Health & Safety** – Actions within the plan have been specifically identified regards the health, safety and wellbeing of HSCP staff and service users.
9. **Procurement** – Potential for increased purchasing through winter to ensure sufficient stocks remain and also for contractual agreements with specific winter equipment providers, e.g. 4x4 vehicles.
10. **Risk** – a clear link between the HSCP Risks and Issues log and winter / continuity planning was established in 2021 and has been maintained.
11. **Privacy Impact** – None

Author: David Fogg, Strategic Lead and Improvement Manager

Any enquiries regarding this paper should be directed to Frances Burns, Head of Strategic Planning and Health Improvement (frances.burns@renfrewshire.gov.uk / 0141 618 7621)

Appendix 1: RHSCP Winter Plan

No	Priority	Objective	Related Actions	Owner(s)
1	Vaccination programmes	To ensure we protect our staff and the public by delivering the required seasonal vaccination programmes; Flu and COVID Booster.	The delivery of flu, boosters and COVID-19 vaccinations to staff and the public including child immunisations as appropriate.	Clinical Director Head of Health & Social Care (West Renfrewshire)
2	Operational resilience	<p>To ensure we continue to embed our frameworks, policies and plans to support service resilience and the prioritisation of emergency and critical services, whilst maintaining the delivery of other essential services.</p> <p>One key aspect which has been further developed in this year's plan is the HSCP's 'Data Resilience' plans and specifically how each service would respond when faced with a loss of systems, network or power for a period of one week.</p>	<ul style="list-style-type: none"> Review and update of Business continuity plans and specifically data resilience plans. Promoting and operationalising disruptive weather policies including working with the council regards gritting, securing appropriate transport (such as 4x4 vehicles), creating forecasts, rotas and plans for contingency service arrangements for additional surge / staff deployment capacity especially in Care at Home, Care Homes and Community Meals. Logistics and supply chain monitoring for PPE, hand sanitiser, medication and other key supplies (particularly due to Ukraine and other ongoing supply chain impacts including financial climate implications). 	All Operational Heads of Service
3	Surveillance and response - monitoring and control (governance)	To ensure we continue to survey our environment and stay abreast of how our services are performing for our service users, taking note of any lessons learned and amending our policy and practice as required to sustain service levels.	<ul style="list-style-type: none"> Development of a regular Winter Plan update within our response and recovery dashboard which includes relevant operational and strategic risks and issues, aligned to the terms of our Risk Framework. Daily multi-disciplinary delayed discharge meetings within Renfrewshire and two weekly 	All Operational Heads of Service

			<p>board-wide meetings to provide high level of scrutiny.</p> <ul style="list-style-type: none"> • Coordination of Partnership planning and management of dependencies between service and organisational plans. 	
4	Supporting the public	To ensure we support the public to continue to access required services, addressing their critical and essential needs and supporting residents to remain safe and well.	<ul style="list-style-type: none"> • Comprehensive communications and engagement strategies which provides our staff and the public with information to help them prepare for winter. • Working with partners to implement additional measures to support our communities, including close working with the Fairer Renfrewshire Committee and implementation of the Winter Connections programme 	Communications Team
5	Supporting our partner organisations	To ensure we support our partner organisations to take steps to prepare for winter and collaborate on necessary solutions for the benefit of residents.	<ul style="list-style-type: none"> • Acute, Localities and Care at Home joint plan to support prompt discharge and minimise delays. • Spot purchase of interim placements (up to 6 weeks in duration) as required to provide step down support from a hospital setting, with identification of required number of placements to be commissioned for six months to cover the winter period. • Continued development of services using winter monies to reduce delays and prevent unnecessary admission to hospital, such as the Home First Response Service, increase in number of Health and Care Support Worker posts and increase of resources within social work teams to undertake assessment and care management. • Proactive planning with GP Practices, Care Homes and Nursing Homes. 	<p>All Operational Heads of Service</p> <p>Communications Team</p>

			<ul style="list-style-type: none"> Continued delivery of clinical support through the Renfrewshire Care Home Liaison Team and oversight through the Care Home huddle model. 	
6	Enablers and optimisation of existing infrastructure	To ensure we deliver, champion and optimise the use of appropriate infrastructure across the partnership, with our partners, to underpin the successful delivery of our plans.	<ul style="list-style-type: none"> Scenario planning for potential situations where additional roll out of digital resources may be required (e.g. NHS Near Me, virtual clinics, video calling) and ensuring we are adequately prepared from a technology and ICT perspective. Optimising the use of Community Pharmacy. Utilising existing infrastructure to build resilience within services. E.g. telephony infrastructure changes for pharmacy hub, learning disabilities and community mental health. 	<p>All Operational Heads of Service</p> <p>Links with Partners (NHSGGC/Renfrewshire Council)</p>
7	Festive period planning	<p>To ensure we adequately understand the needs of services through the festive period and plan appropriately to maintain and manage service levels and any potential disruption.</p> <p>This includes a focus on early confirmation of festive rotas, alongside mitigating actions to address any service staffing issues should these arise.</p>	<ul style="list-style-type: none"> Forecasting of service demand through the festive period and aligning this to the staffing to ensure we have adequate cover. Signposting staff and the public to the right services at the right time, taking into account the need for redirection to address peaks 	All Operational Heads of Service
8	Workforce planning / staffing	To ensure we deliver the right balance of annual leave and staffing across services to maintain service levels throughout the winter period.	<ul style="list-style-type: none"> Agreed annual leave policies / volumes and staff flexibility at a service level Implementing additional measures to support staff health and wellbeing (as set out above) 	All Operational Heads of Service

		<p>To ensure we support the health and wellbeing of our staff so that they remain well and are able to undertake their roles through potentially challenging winter conditions.</p>	<ul style="list-style-type: none"> • Contingency staffing arrangements between services and from 3rd parties, partners and other third sector organisations • Accommodation planning (e.g. crisis respite) which can be deployed if and when required. • Continued focus on supporting personal safety, winter driving and lone working arrangements. 	<p>Partner Organisations HR Teams (NHSGGC / Renfrewshire Council)</p>
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