
To: Renfrewshire Integration Joint Board Audit, Risk and Scrutiny Committee

On: 15 March 2024

Report by: Strategic Lead and Improvement Manager

Heading: Update on RHSCP Business Continuity Workplan 2024

1. Summary

- 1.1. Renfrewshire HSCP has invested significant effort and focus in reviewing and updating business continuity arrangements for delegated health and social care services in the last 24 months. This has focused on both overarching continuity plans and the development of contingency plans for high impact scenarios including the loss of systems, unplanned power outages and any potential national power outage (NPO). This activity reflects the delegated responsibility held by the HSCP's Chief Officer for implementing the IJB's responsibilities as a Category One responder under the Civil Contingencies Act 2004.
- 1.2. Within this context, HSCP officers continue to collaborate with partners within Renfrewshire Council and NHSGGC to through existing contingency and resilience planning arrangements, including the wider Local Resilience Partnership (LRP) and Regional Resilience Partnership (RRP).
- 1.3. This paper sets out further detail on the HSCP's business continuity workplan for 2024. This workplan will continue to build on planning previously undertaken, and the application of learning from these processes to ensure local plans are robust. Continued partnership working, and sharing of resources, with Renfrewshire Council and NHSGGC will be crucial in delivering these plans.
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2. Recommendations

It is recommended that the IJB Audit, Risk and Scrutiny Committee:

- Note and approve the update provided on the HSCP's Business Continuity workplan for 2024.
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3. The wider risk content for Business Continuity Planning

- 3.1. The HSCP's SMT and Renfrewshire IJB have previously received regular updates on business continuity planning activity. This includes updates on winter planning, which was most recently considered and approved by the IJB

in November 2023. Underpinning this activity has been a focus on mitigating, where possible key risks which have previously been identified:

- The continued pressures and increased demand facing health and social care services locally, regionally, and nationally, exacerbated by recruitment and retention challenges, and the associated risk that these could negatively impact on staff health and wellbeing.
- The potential for disruption to power supplies, whether this is through planned outages or widespread unplanned outages.
- The potential for cyber-attacks or technology incidents to impact upon the availability of systems and data to support service management and delivery.
- The potential further impact of the financial climate and the cost-of-living crisis on the needs of local citizens and already vulnerable individuals, which could increase demand on local health and social care services whilst limiting the available service response due to financial constraints.
- Geopolitical risks which may impact on the availability and cost of supplies, with a consequent impact on available finances.
- The continued potential for, and likelihood of, increased levels of influenza and other viruses, and the impact of new COVID variants, which could impact on staff availability and increase pressures within acute services.
- The ongoing risk to the sustainability of providers within the sector, which can reduce availability, flexibility and choice of service provision whilst increasing costs.

3.2. Following review, these risks are still prevalent and will continue to guide and inform business continuity activity and contingency planning throughout 2024. A workplan has been developed to ensure that the HSCP continues to address these risks and is set out in the following section of this paper.

4. RHSCP Business Continuity Workplan 2024

4.1. The HSCP's Business Continuity workplan for 2024 will include the continuation of a range of actions which remain ongoing from 2023, with additional priorities which have been identified to further strengthen the Partnership's existing arrangements. It will be delivered jointly with colleagues from Civil Contingencies services, and wider services as appropriate. The key actions to be progressed are summarised under key categories in the remainder of this section, with this provided in list format with indicative delivery dates in Appendix 1.

Continuation of existing actions

4.2. The HSCP will continue to progress the following activities which commenced in 2023:

- Procurement and installation of backup generators at the HSCP's internally managed care homes (this activity will reflect any decisions made by the IJB in relation to internal care home provision as part of the Sustainable Futures programme).
- Completion and sign off of a prioritisation approach for resilience scenarios.
- Continued implementation of the available online data storage solution to enable access to service data in the event of a system outage.
- Review, update and approve relevant policies and checklists including Grab Bag policy, service-level Incident Management Contacts Directory (IMCD) and service checklists.
- Continued planning for a National Power Outage (NPO) scenario with civil contingencies and resilience colleagues and partners.
- Follow up on previously held business continuity sessions with external providers and Renfrewshire GP forum.

Implementation of an HSCP Resilience Network

4.3. Work was undertaken in late 2023 to identify service representatives to hold service-level business continuity responsibilities and participate in a newly formed HSCP Resilience Network. This network will be formed and embedded across the year and will be utilised to support delivery of the additional following actions.

Development of updated service-level plans

4.4. A significant amount of work has been undertaken to ensure that the HSCP's overarching business continuity plans are up-to-date and reflect updated working practices. The HSCP will focus throughout 2024 on creating, reviewing and updating detailed service level plans, with a prioritised focus initially on Care at Home, Care Homes, Extra Care and Community Meals.

Business Continuity Plans – scenario testing and exercising

4.5. Working with the Civil Contingencies service, the HSCP will undertake a phased, scenario-led, approach to testing the refreshed service level business continuity plans. This will initially focus on those areas outlined in 4.4 and will proceed to test additional service plans as they are updated. The learning from each test will be used to continuously improve service plans.

Training

- 4.6. The HSCP will continue to support staff to access available business continuity and resilience training. Training for Resilience Network members will be prioritised, with support from that group to identify additional staff to be trained. This will include:
- Increasing the numbers of staff trained as loggists and identifying appropriate staff members to train as Council Incident Officers (CIOs) and Rest Centre Managers.
 - Training and briefings on new policies, for example Incident Operational Response (IOR) currently under development by NHSGGC colleagues.
 - Linking with West of Scotland RRP to arrange an introductory resilience exercise for network members.
 - Ongoing attendance at resilience themed seminars and workshops to ensure all plans are reflective of any emerging resilience risks and any new local or national policies or tools.

Winter Planning

- 4.7. Winter Planning across NHSGGC for the 23/24 winter commenced in May 2023. The HSCP will participate in and contribute to refreshed planning when it commences this year. In addition, the HSCP will commence service-level winter planning in the summer period. This will adopt a similar approach to that which has been used in recent years and will reflect learning and opportunities for improvement from the current winter period.

5. Next Steps

- 5.1. The HSCP continues to monitor business continuity activity, and progress is regularly reviewed and considered by the Senior Management Team.
- 5.2. An update on business continuity and winter planning will be provided to the IJB in September as part of the Chief Officer's update report. Further detail on the HSCP's plan for the 2024/25 winter period is expected to be submitted to the IJB for approval in November 2024.
- 5.3. A workplan for 2025 will be submitted to the IJB's Audit, Risk and Scrutiny Committee in March 2025 for consideration.

Implications of the Report

1. **Financial** – No direct implications from this report*
2. **HR & Organisational Development** – No direct implications from this report*
3. **Community Planning** – No direct implications from this report*
4. **Legal** – Supports the implementation of the provisions of the Public Bodies (Joint Working) (Scotland) Act 2014.
5. **Property/Assets** – No direct implications from this report*

6. **Information Technology** – No direct implications from this report*
7. **Equality and Human Rights** – No direct implications from this report*
8. **Health & Safety** – No direct implications from this report*
9. **Procurement** – No direct implications from this report*
10. **Risk** – This paper and the work plan within supports us to address any resilience risks facing the partnership and its partner organisations.
11. **Privacy Impact** – No direct implications from this report*

**Although there are no direct implications from this report, detailed business continuity plans help us to protect services in the event of a continuity scenario arising and may have related impacts.*

List of Background Papers – N/A

Author: David Fogg, Strategic Lead, and Improvement Manager

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| Any enquiries regarding this paper should be directed to Frances Burns, Strategic Planning and Health Improvement Manager. (Frances.burns@renfrewshire.gov.uk) |
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Appendix 1: Workplan list of actions

| Category | Action(s) | Indicative Timescale |
|---|---|----------------------|
| Existing actions | <ul style="list-style-type: none"> Procurement and installation of backup generators at the HSCP's internally managed care homes | January 2024 onwards |
| | <ul style="list-style-type: none"> Continued implementation of the online data storage solution to enable access to service data in the event of a system outage | January 2024 onwards |
| | <ul style="list-style-type: none"> Develop plans for National Power Outage (NPO) scenario | Ongoing |
| | <ul style="list-style-type: none"> Review, update and approve relevant policies and checklists including Grab Bag policy, service-level Incident Management Contacts Directory (IMCD) and service checklists | June 2024 |
| | <ul style="list-style-type: none"> Follow up on previously held business continuity sessions with external providers and GP forum. | June 2024 |
| Resilience Network | <ul style="list-style-type: none"> Establish group and implement regular meetings | March 2024 onwards |
| Develop refreshed service level BCPs | <ul style="list-style-type: none"> Updated BCPs in place for Care at Home, Care Homes, Extra Care and Community Meals | June 2024 |
| BCP scenario-led exercises | <ul style="list-style-type: none"> Test updated BCPs through scenario-led exercises | October 2024 |
| Training | <ul style="list-style-type: none"> Introductory WoSRRP (West of Scotland Regional Resilience Partnership) session for Resilience Network members | May/June 2024 |
| | <ul style="list-style-type: none"> Loggist, CIO and Rest Centre Manager training | Ongoing |

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|------------------------|--|-----------------------------------|
| | <ul style="list-style-type: none"> • Policy-related training and briefings | Ongoing |
| Winter planning | <ul style="list-style-type: none"> • Commence winter planning across NHSGGC | TBC but expected late Spring 2024 |
| | <ul style="list-style-type: none"> • Commence HSCP service winter planning | August 2024 |
| | <ul style="list-style-type: none"> • HSCP winter plan considered by IJB | November 2024 |