

Report

Business Resilience Arrangements and Planning

Edinburgh Integration Joint Board

15 December 2017

Executive Summary

1. The Edinburgh Health and Social Care Partnership (the Partnership) is continuing to work towards embedding stronger business resilience practices throughout the organisation.
2. Currently, the Partnership relies on two different business continuity models used by NHS Lothian and the Council. This has the potential to cause confusion among staff and unnecessary duplication of governance reporting.
3. It is proposed that both business resilience plans be integrated to strengthen the Partnership's business continuity governance and reporting framework and to ensure that appropriate oversight, scrutiny and assurances are in place.

Recommendations

4. The Edinburgh Integration Joint Board (IJB) is asked to note that currently there is no integrated approach to developing business resilience arrangements, thus preventing the delivery of a clear and effective continuity plan.
5. The IJB is asked to approve the Partnership's proposal to build on NHS Lothian's and the Council resilience best practices to create a single coherent and easy to use plan for integrated services.
6. The IJB is asked to note the intention to create, share and test plans with a view to providing a further update on progress at 18 May 2018 EIJB meeting.

Background

7. An interruption to the smooth running of ICT networks, buildings and critical infrastructure may impact on either NHS Lothian or Council services and could be highly disruptive to the delivery of services. The Partnership has a responsibility for planning and dealing with such events.
8. A business resilience plan defines the roles of those involved in managing disruption, and the subsequent business continuity and recovery phases.

9. Separate business continuity plans, policies and processes exist for NHS Lothian and Council services. They are different in that they each have a unique reporting structure, governance and management style. Different templates, plans and records are managed and stored on separate IT networks, making it difficult for staff to access important documents and tools.
10. The Partnership is aiming to be the first to introduce holistic business resilience arrangements by merging both NHS Lothian and Council continuity plans for integrated services into a single succinct and easy to use plan. This overarching plan will identify potential impacts that threaten service delivery, and provide an integrated framework for building resilience to allow effective responses.

Main report

11. The Partnership recognises that both NHS Lothian and Council services have well-structured and credible plans in place. However, a single, integrated business continuity plan will give confidence at all structural levels that the Partnership is resilient and service and person focused.

Partnership Resilience Group

12. The Partnership Resilience Group is drafting an overarching plan. Membership includes colleagues from both NHS Lothian and Council resilience teams, integrated managers and staff with a wide range of expertise across the Partnership.
13. The group is chaired by the Partnership Chief Nurse and supported by the Operations Manager.
14. The plan will include sample documents from NHS Lothian and the Council's resilience plans. These will be amended as necessary for inclusion in the Partnership plan to ensure they meet the needs of the Partnership. The group will:
 - focus on developing policy, recommending strategy, and overseeing risk and business impact assessments
 - implement the plans and ensure that appropriate training is provided
 - check that regular testing exercises are carried out
 - participate in audits and reviews of plans; and
 - lead in incident debriefing, learning and improvement plans.
15. The draft plan will include directives for five areas (see Appendix 1):
 - North East Locality
 - North West Locality
 - South East Locality
 - South West Locality
 - Hospital and Hosted services

16. The Partnership Resilience Group will develop action cards for each area by using the Council's template and will focus on practical escalation protocols and key contacts plans.
17. The group agreed at its meeting on 25 September 2017 that it will retain NHS Lothian's three strategic objectives:
 - save lives and restore health
 - safeguard staff, patients and the public
 - minimise impact on normal services

Culture change

18. The merger of two large organisational resilience plans is ambitious. To succeed in changing culture and behaviours, it will require staff buy-in through regular engagement. The Resilience Group is fully committed to ensuring that regular updates and training exercises are carried out throughout the next year.

Resource

19. This task will take time to integrate. Resilience Group Members are doing this essential work alongside business as usual.
20. Central to this project is the careful consideration and planning involved in merging NHS Lothian and Council business resilience plans. The Council has allocated a temporary resource in the form of an Operations Manager who is responsible for overseeing governance, business continuity, risk and compliance processes for Partnership.

Measures of Success

21. The new governance structure is implemented by the spring of 2018.
22. There is improved transparency and consistency on business resilience plans throughout the Partnership.
23. Escalation and action cards are finalised by the spring of 2018.
24. Finalised call-out lists are updated and tested regularly.
25. Training workshops are completed by the end of 2018.
26. Business impact analysis to be completed by the end of 2018.
27. Staff feel engaged and aware of business resilience arrangements.

Key risks

28. The absence of a developed business resilience plan tailored to the unique needs of the Partnership's services could have negative operational, reputational and financial consequences.

Financial implications

29. There are no direct costs associated with the new governance structure.

Implications for Directions

30. An integrated business resilience will link with Direction 1 – Locality working (ref: EDI_2017/18_1).

Purpose: to work with local organisations and people to increase resilience and improve health and wellbeing at a neighbourhood level.

Equalities implications

31. The Partnership Resilience Group is mindful of its duties under the Equality Act 2013, which requires it to consider the needs of all individuals - staff and clients - and how they may be affected when developing the Partnership's resilience continuity delivery plans and procedures.

32. In addition to complying with the Public Sector Duty, the group will also uphold the UK Human Rights Act (1998) in delivering services which requires that account is taken of a range of factors including the dignity of individuals receiving treatment; prioritisation of treatments and transparency in relation to decision-making.

33. In the context of the Equalities and Human Rights legislation, the Partnership Resilience Group must undertake an appropriate level of impact assessment of key plans and protocols to ensure they do not perpetuate inequalities.

34. The proposed plans will also consider the following legislation:

- Health and Safety at Work Act 1974
- Data Protection Act 1998
- The Civil Contingencies Act (2004)
- Information Sharing Interagency protocols
- Public Health etc. (Scotland) Act 2008
- Public Bodies (Joint Working (Scotland) Act 2014
- Counter-Terrorism and Security Act 2015

35. An integrated business resilience plan will aim to remove any disproportionate impact on staff and clients on the grounds of race, sex, disability, age, sexual orientation or religious belief.

Sustainability implications

N/A

Involving people

36. Staff often have the knowledge and experience required to establish strategies that will work and they will be called to implement the framework of plans and checklists when an incident occurs.
37. Individuals in key positions need to understand their roles and responsibilities. People need to be aware of what is expected of them, so that the remainder of the organisation needs to be aware of the protocols that are to be implemented and why.
38. To be effective and gain support, the Partnership Resilience Group will engage with staff by providing regular email updates, organising workshops and carrying-out test exercises.

Impact on plans of other parties

N/A

Background reading/references

N/A

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Links to priorities in strategic plan



