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**Briefing Paper to the Adults, Health and Active Lifestyles Scrutiny Board****Briefing Paper of the Director of Adults and Health****Date: 15th September 2020****Subject: Business Continuity Planning in Adults and Health during COVID 19****1. The Purpose of the Report**

1.1 The purpose of this briefing paper is to inform the Scrutiny Meeting of the range of Business Continuity Plans held within the service and how they were utilised during the recent and continuing response to Covid 19. This follows presentation of a report to Scrutiny Chairs meeting at which interest was expressed in Scrutiny Boards receiving specific reports for consideration. This report sets out the way in which business continuity plans are used within the Adults and Health Directorate and specifically how they were used in the recent Covid crisis.

**2. The Main Issues**

2.1 The Civil Contingencies Act 2004 made it a statutory duty of all local authorities to have in place Business Continuity Plans (BCP's) to be able to continue to deliver critical aspects of their day to day functions in the event of an emergency or disruptive incident. Category 1 responders are likely to be at the core of the response to most emergencies and along with Local Authorities includes Police, Fire & Rescue, NHS, Ambulance Service and Environment Agency etc.

2.2 Business Continuity Plans are documented procedures that guide organisations to respond, recover, resume and restore the continuity of critical/prioritised services and functions in the event of an emergency or disruptive incident. The scope of a Business Continuity Plan includes considerations and plans in preparation for; Loss of staff, loss of accommodation/work place, significant impact on business continuity. Loss of information communication technology (including access to data), and loss of key supplies and suppliers.

2.3 To ensure that the issues above have been thoroughly thought through, and plans recorded and verified, services are required to follow a process of completion of a Business Impact Analysis to identify any critical functions and then onto completion of a Business Continuity Plan if required.

2.4 Business Continuity Plans are an essential part of the resilience and stability of a service, and being able to work through the requirements and keep them updated is a very useful element of service delivery – they allow the service to think through on a regular basis what might happen and how they might respond. A key element to every BCP is a contacts list (names, addresses, phone numbers of staff, suppliers, providers etc.) and it is essential to ensure that this element is kept up to date.

- 2.5 BCPs are typically useful in emergency situations such as floods and service outages. The BCP that is held by Assisted Living Leeds was implemented and provided invaluable support in the floods on Boxing Day 2015 for example. BCP's are intended to support planning within the immediate response phase to any crisis.
- 2.6 The 9 business continuity plans across the service had been updated recently in response to the EU Exit planning that took place across the council towards the end of 2019. They were all up to date at the start of the Covid emergency. Since the report below was produced the Adult Social Care Operation plan has been updated and submitted. The Social Work and Disability Service Team BCP was refreshed in February but not submitted formally. A further in-depth review of that BCP is planned for September under the direction of two new Heads of Service. It will take full account of the learning from the initial Covid response. Our commitment to responding to the Covid emergency and a change in senior personnel has prevented these plans being updated in a timely way. The completed revised plans will be presented to the Directorate Resilience Group in October 2020.
- 2.7 See Appendix One for details of the range of plans. As cases of Covid 19 rapidly increased the definition of a major incident under the Civil Contingencies Act 2004 became a reality;
- 2.8 **A major incident is beyond the scope of business-as-usual operations, and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment or national security"**
- 2.9 The Council responded effectively at a corporate level and the directorate took part in and responded to the priorities and requirements of Leeds City Council, including the redeployment of staff to the council Covid effort including the volunteering scheme, and the shielding response.
- 2.10 Within Adults and Health Directorate, most of our work is provided on a statutory basis and there were no options available but to continue to provide the full range of services. Services were categorised as essential other than a few areas where staff were redeployed from their day to day activities into efforts to support the Covid response, for example the setting up of a PPE Hub in partnership with the Health and Safety Team.
- 2.11 Services and staff quickly began to adapt on a daily basis to the changing national guidance and sought imaginative and innovative ways of working in order to continue to provide essential services. Staff and managers quickly had to learn and adapt and in partnership with trade union colleagues and with the support from Human Resources have managed to maintain effective service provision throughout the period.
- 2.12 During the recent (and indeed current) situation such as the recent Covid 19 pandemic it quickly became clear that this was not a standard emergency or crisis but one that we would need to adapt to and blend the response into our day to day operations. The BCPs were initiated in the very early days of the crisis – for example, to support the social work and occupational therapy response in the community; there was a swift move from implementing the BCP to 'coping with the crisis' and now we have moved on to integrating the Covid response with our business as usual.

- 2.13 As the outbreak moves further into recovery and service resumption, it is an opportunity to reflect on the initial response capturing lessons to be learned to inform review and revision of Business Continuity Plans – essential in the event of a second wave occurring. The service will consider the impact on staffing, impact of working from home as a routine, and the need to ensure a consistent and resilient supply of personal protective equipment (PPE).
- 2.14 The Directorate Resilience Group has a key role in ensuring that the business continuity plans and arrangements are reviewed in the light of this experience and will draw on the learning from the last 6 months. The group will review the performance of our business continuity arrangements during the outbreak and use the findings to inform further development of plans. There may be additional services identified that require development of Business Continuity Plans.

### **3. Recommendations**

- 3.1 The Scrutiny Board to note the content of this briefing paper.

## Appendix One

### Adults & Health

Service Area/Function	Contact Names	Management Review Due
<b>Social Work &amp; Disability Services Team (DST)</b> ENE/SE/WWN	Heather Barden 0113 3783311 Nyoka Fothergill 0113 3781732 Maxine Naismith 0113 2952318	Due 06/2020
<b>Emergency Duty Team</b>	Hazel Gregory 07595 210137 Roz Brown	Due 05/2021
<b>Assessment &amp; Provision Management - SkLS Reablement Team</b>	Amanda Wardman 0113 3367750 Jackie Wright 0113 2477620 Janet Gordon 07891 278416	Due 10//2020
<b>Assisted Living Leeds</b> Tele Care Services Leeds Community Equipment Service Blue Badge Assessments Resources Occupational Therapists Equipment Training Services	Heather Barden 0113 3783311 Katie Cunningham 0113 3783264 Alison Griffiths 0113 3783267 Kim Chappell 0113 3783297	Due 11/2020
<b>Care Delivery Service</b> Inc Residential Care Homes & Extra Care Housing Leeds Shared Lives Team Recovery Hubs	Debbie Ramskill 0113 3367709	Due 04/2021
<b>Complaints &amp; Compliments Unit</b>	Judith Kasolo 0113 3783889	Due 10/2020
<b>Care Communication Centre</b>	Mark Phillott 07891276577 Susan Richardson 0113 3783774	Due 09/2020
<b>Adult Social Care Finance Operation</b>	Cheryl Ward 0113 378 8750	Due 06/2020
<b>Health Protection</b> Inc Infection Prevention	Dawn Bailey 0113 3786023 Lynne Hellewell 0113 3786042	Due 04/2021