Mike explained that their role focuses on the resilience within Health Services. Being a cell sited within the Scottish Government Resilience Room, however, gives them the ideal opportunity to work with other key sectors within Scotland and the other home nations.

Their fundamental goal is to ensure business continuity in the NHS, by planning for the consequences of large public events or major disruptive occurrences, such as severe weather, disrupted technology, or terrorism. To do this, they are engaging with the Health Boards leadership and with the other key players across Scotland, in order to develop guidance and resources for:

- Preparing for Emergencies;
- Mass Casualty Incidents;
- Promoting a culture of ‘Playing our Part’;
- Business Continuity; and
- Mass Prophylaxis.

Ray went on to explain that they plan to glean valuable information from a series of ‘dry runs’, both locally and nationally. Through these, a clearer picture of roles, responsibilities, and reporting frameworks would be gained. Also, from the lessons learned, escalation plans can be developed, as well as the creation of resilience standards, and identifying critical infrastructure and service criticality.

Ultimately, however, the importance of relationships and information sharing was recognised as the key to resilience in adversity, and Ray posed the pertinent question, “are they resilient?”

Enhancing the Resilience of the NHS in Scotland
Mike Healy, Head and Ray de Souza, Deputy Head from the Scottish Government NHS Resilience Unit

Paul Johnston, Director for Safer Communities, Scottish Government
Paul gave a short engaging and lively presentation providing a context to the Resilience Division within the Scottish Government and how this operates across Scotland.

He outlined the ‘three Rs’ of Response, Readiness and Relationships which are critical to effective resilience. Relationships, which must be strong, agile and broad, being the most important - the key theme of the day. Paul considered that relationships were the foundation for appropriate readiness and response to occur, and described in this pyramid, challenged us to consider how we can develop relationships for resilience.

Paul also highlighted the New Economics Foundation’s evidence based approach to wellbeing generally, which also leads to personal resilience, and which can be translated into developing our work relationships as well:

- Connect;
- Be Active;
- Take Notice;
- Keep Learning; and
- Give.

http://issuu.com/neweconomicsfoundation/docs/five_ways_to_well-being/1?e=1759881/2246404

Influencing, driving and developing the National Health Planning Agenda

“Expect the Unexpected – Building Resilient Relationships”

The event was held on Friday 10 April 2015 at the Carnegie Conference Centre, Dunfermline.
Overview from a National Emergency Service on Preparedness and Interoperability

Mike Herriot, General Manager, Scottish Ambulance Service, National Risk and Resilience Department

Mike opened the session by highlighting the need to “expect the unexpected” using a number of examples of incidents which had occurred in Scotland over the last 12 months to reinforce this message. He then went on to explain the business as usual context within which a national organisation such as the Scottish Ambulance Service has to deal with these unexpected incidents offering the audience an overview of the normal demand the ambulance service experiences across its operational service and other departments. The close of this contextual element of Mike’s presentation illustrated the future for the Scottish Ambulance Service as it works towards its 2020 strategic aims where it will work in a much more integrated and inclusive way with partners to deliver better outcomes for patients.

Mike then took some time to walk the group through the integrated partnerships that already exist for the ambulance service across the resilience community. These partnerships span considerable boundaries of geography and responsibility and the point was well made that without these the state of readiness and capability of organisations, individually and collectively, would be considerably reduced and consequently the risk to the public considerably increased.

Throughout his session Mike imparted on the audience the complexity within which national services such as the SAS have to work to maintain very necessary resilience networks which, at time of crisis, repay the time and effort which has been committed.

The session closed with an apt quote from Helen Keller which reminded the group that “Alone we can do so little; together we can do so much”.

Round table discussion and feedback

This session was enjoyed by delegates and speakers. The discussion and feedback proved very interesting.

An Overview of Relationship Building

Superintendent Jim Baird, Police Scotland

Jim provided a very informative and engaging presentation on the topic of building resilience partnerships within Police Scotland.

He broke his presentation down into four categories:
1. Structure
2. People
3. Planning
4. Response

Jim explained that Police Scotland is broken down into three Regional Resilience Partnerships (RRP), located in the North, West and East of the country. These are subsequently broken down into 13 Local Resilience Partnerships (LRP).

He then went on to describe the organisational structure of the Emergency Events and Resilience Planning (EERP). Each region has one EERP.

There is regular contact between Police Scotland (ACC Operational Support Division policy lead for Resilience) and the Scottish government’s Resilience division. Responsibility trickles down from the RRP through the EERP to the Local Resilience Partnerships (LRP).

The key role of planning involves the contribution of police from Local Policing and the EERP which then have an involvement in site specific planning groups such as airports and city centres and specific event planning groups such as the Commonwealth Games.

Finally, Jim illustrated how effective the current system is in terms of its ability to react effectively to various emergencies including the Clutha Bar incident and the George Square multiple road collision.
Overview of the Role of Regional Planning and the Relationships that have Developed During Contingency and Emergency Situations
Clive Murray, Regional Resilience co-ordinator, Tayside

Clive gave an informative overview of the pre and post public services reform agenda associated with regional resilience and emergency response, moving from 135 groups to 85, allowing a more effective and cohesive approach, which now includes a common model across the three Regional Resilience Partnerships.

Clive considered the key role of the Regional Resilience Partnership as being the ‘glue’ across the partnership, to further enhance consistency and co—ordination of the Planning, Delivery and Response elements of business co-ordination. This is now done through the development of the three key functions; Regional, Capability and Local, each with clear roles and responsibilities, which allows ‘business as usual’ as well as responses to emergencies to occur in the most coordinated way.

It was useful to hear that as well as common challenges associated with the process of change, (e.g. engagement, finding a shared vision, complexity, retrenchment), there were many opportunities in taking the changes forward, including developing shared priorities and objectives and a regional business plan, both leading to greater consistency, better and shared use of assets, equity, as well as reduced duplication. All of which resonate with the current public service reform area of the Public Bodies(Joint working)(Scotland) Act 2014 regarding the integration of health and social care functions for adults, which many of the delegates are involved with.

It was clear that despite challenges associated with reform and subsequent relationship complexities, there remains a willingness to work together for the common goal of ensuring the public are kept safe, through prevention, delivery of services every day, as well as response to emergencies being co-ordinated, cohesive and conducted in a caring and resilient manner, with the recent tragedy of the canoeist fatality being described by both Clive and Alasdair Hay, as being a prime example of this, where various agencies made collective valiant efforts.

Changing Community Culture for Safer Communities
Alasdair Hay, Chief Officer, Scottish Fire and Rescue Service, Scotland

Alasdair closed the event with an inspirational and positive presentation on how we can achieve more collectively and that partnership working and relationships, together with locally developed community plans, are key to successful resilience planning.

He talked about being part of ‘Team Scotland’ (an inclusive public sector and society), having community engagement, involvement and visibility, with devolved strategies improve outcomes and resilience. This must also include empowering staff to bring about change.

Underpinning this is maintaining public confidence through business continuity, consolidation by developing changes in practice and integration.

This required:

• Creating and articulating a compelling Vision;
• Empowering staff through a culture of change at a local level – local decision making, building communities;
• Adapting structures to have their part in the national outcomes - clarity of role and clarity of responsibilities; and
• Resources in the right place with clear aims of utilisation.
Summing up and close

Donald Cameron, Chair of the SPN thanked all speakers for their very informative presentations and special thanks to Katie McWilliam and Douglas Hutchens from the SPN Steering Group for organising the event.

Feedback from the day is welcomed via the survey monkey to be emailed to delegates following the event.

Should anyone express an interest in joining the Steering Group please email us at spn.events@nhs.net.

Programme of meetings 2015

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<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Venue</th>
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<tbody>
<tr>
<td>Friday 11 September 2015</td>
<td>Integration of Health and Social Care Scotland’s Future – Integration Six Months On! (Shona Robison MSP and Paul Gray)</td>
<td>Westpark Conference Centre, Dundee</td>
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<tr>
<td>Friday 4 December 2015</td>
<td>Dental Action Plan – 10 Years On Annual General Meeting – during the lunch break</td>
<td>Beardmore Hotel &amp; Conference Centre, Clydebank</td>
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