

APPENDIX 1A

Resilience and the Command Structure

The Command structure in place provides the Chief Executive and Senior Managers with a structure within which to operate in these unprecedented times. This structure was embedded and tested during the BREXIT preparations in 2018 & 2019 and have been adapted to be used fully over the past month.

NHS Lanarkshire has 5 Gold Commanders, who supplement the normal Executive on Call Rota to provide in hours and out of hours support to operational teams. Each Gold Commander takes responsibility for chairing the daily meetings, providing leadership, and being available during out of hours periods, for a week at a time, on a rotational basis.

The actions identified by Gold Command at daily meetings are captured on an Action Log, which is updated on a daily basis.

The Command structure is attached. The revised governance arrangements do not impact on the Command structure, which the Board must be careful to allow to continue to operate unhindered and operate with agility and a degree of freedom to act (within the existing framework of the Corporate Governance Code, Standing Financial Instructions and the Scheme of Delegation).

Reconfiguration and Recovery Plan

To provide leadership and direction in relation COVID-19, a Clinical Service Models Reconfiguration and Recovery Plan Group has been established, under the leadership of Irene Barkby. Irene Barkby will work closely with the Director of Access, the IJB Chief Officers and the Site Directors. Key objectives include:

- Good corporate governance and oversight in relation to reconfiguration arrangements to mitigate the impact upon clinical services during the pandemic phase and optimise the recovery process.
- Effective interoperability of the various service models plans.
- A clear audit trail exists for decisions including the rationale for the decision.
- Risks and benefits relating to clinical service models reconfiguration are recorded and have a mitigation/recovery plan.
- Recovery and/or remodeling plans are worked up and known at the earliest opportunity to minimise impact and optimise recovery.
- A clear mechanism exists for reporting and updating the Corporate Management Team/Gold Command and NHS Board.

The Board will be provided with a copy of the Recovery Plan and those service risks identified as High or Very High will be highlighted at the Board meetings

It is acknowledged that the Board in its response to COVID 19 through the GOLD Command and/or Scottish Government has had to change or pause a number of services. In recognition of the challenges and opportunities that this presents, the recovery and reconfiguration plan is key and will also form part of the next iteration of NHS Lanarkshire's strategy for "Achieving Excellence".

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