

**NHS BORDERS
MAJOR EMERGENCY PROCEDURES**

SECTION 9

SEVERE WEATHER GUIDANCE/POLICY FOR DIRECTORS AND MANAGERS

This Policy should be read in conjunction with NHS Borders Business Continuity Plans –
http://intranet/new_intranet/microsites/index.asp?siteid=386&uid=1

DOCUMENT CONTROL

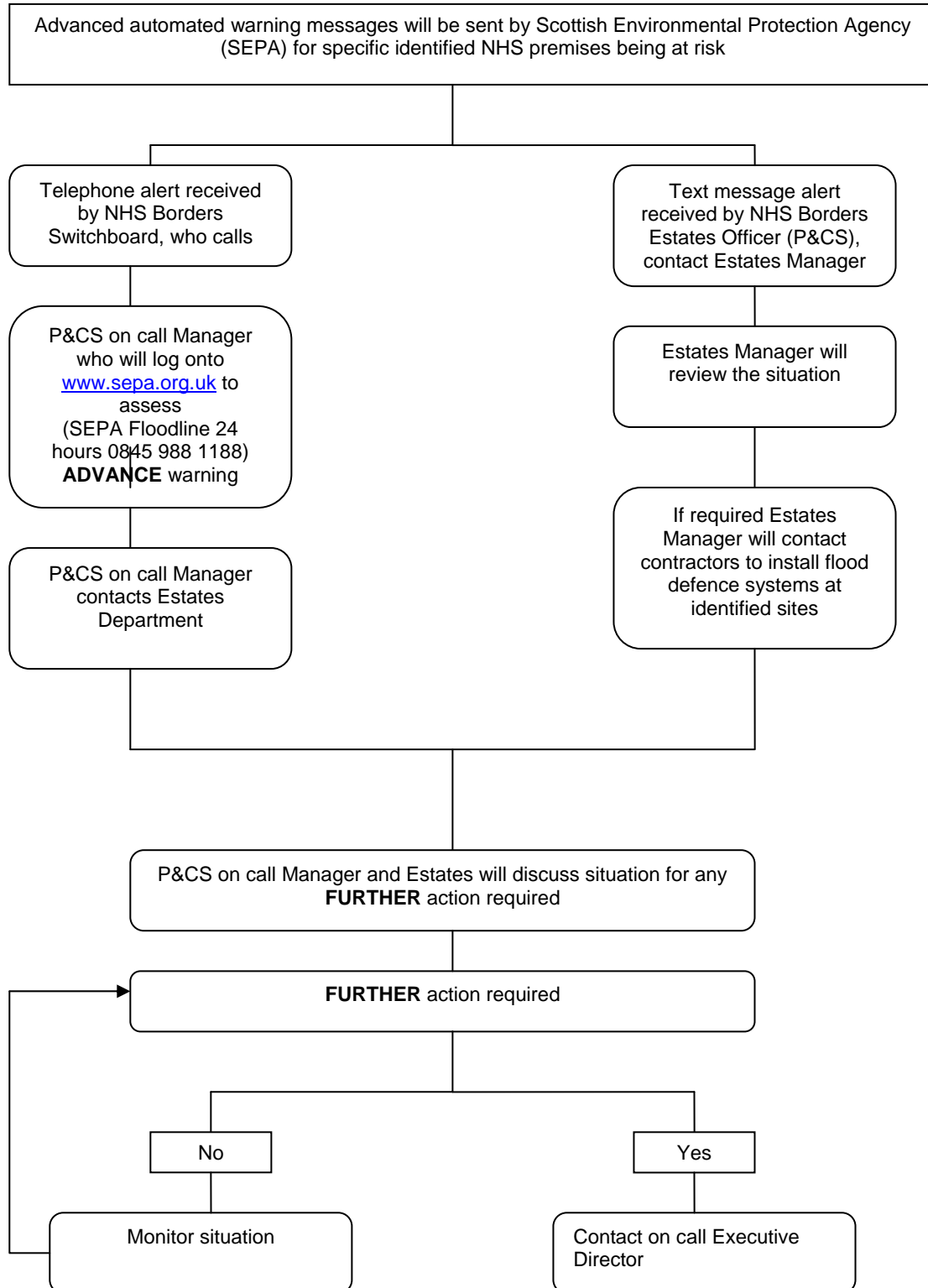
Prepared by	Lorna Paterson, Resilience Manager
Authorised by	Board Executive Team Resilience Operational Group
Date	v2 9 December 2011
Review Date	1 October 2012

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Flow Chart APPENDIX A

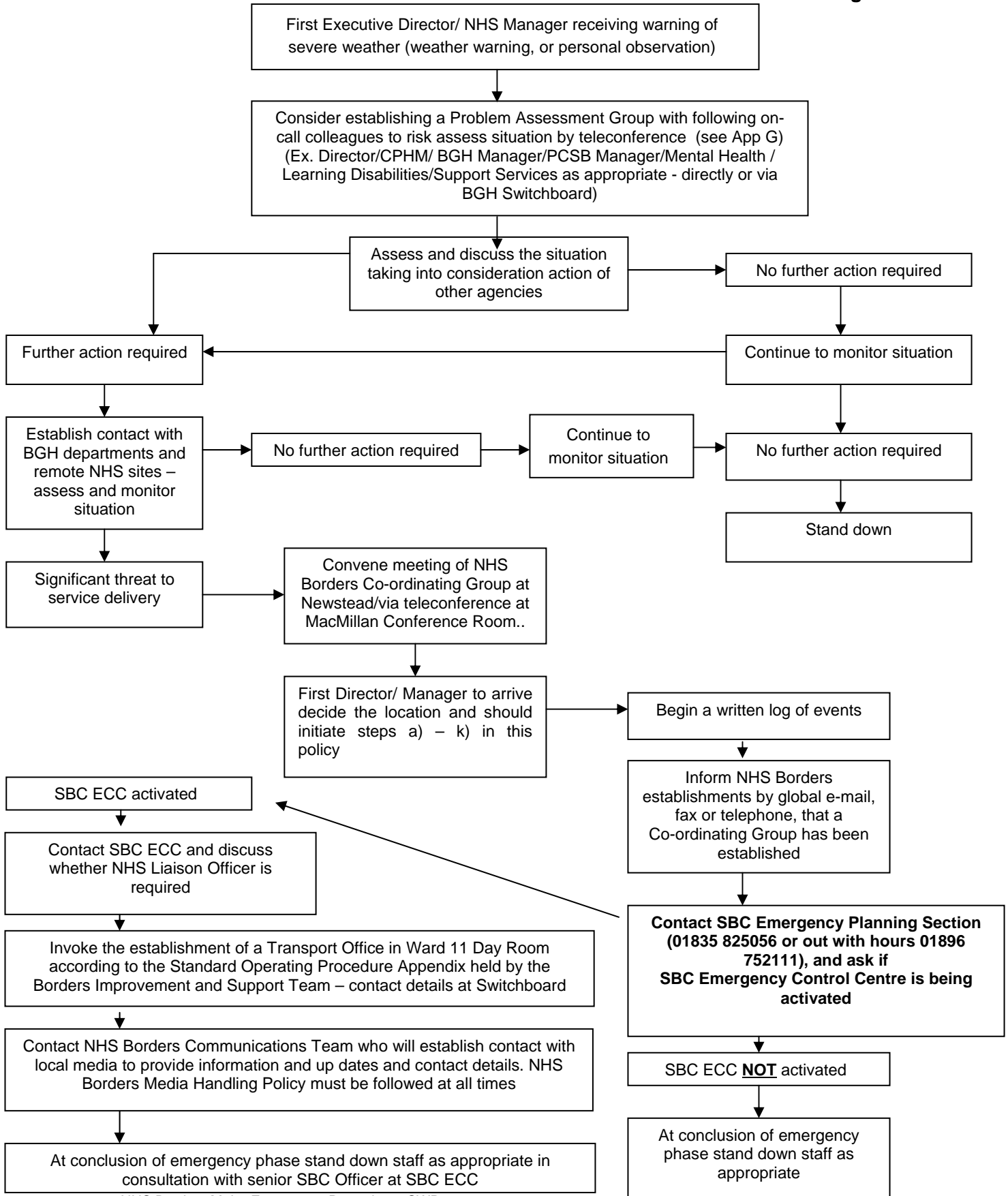
Guidance for Flood Warning System



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Flow Chart Guidance for Severe Weather - Executive Directors/ NHS Managers



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SEVERE WEATHER POLICY – Guidance for Directors and Managers

1	Aim	Who to Action
1.1	<p>This document aims to provide guidance to NHS Borders Executive Directors and Managers on the initial actions to be taken when warnings of severe weather or flooding are received or severe weather/flooding begins to affect delivery of services. The guidance should be viewed as flexible and action(s) required should be adapted to suit the circumstances. It is part of the Major Emergency Procedures document which is on the intranet at http://intranet/new_intranet/microsites/index.asp?siteid=32&uid=5.</p> <p>Clinical Boards and support services should ensure that the Plan is available to on-call Board managers in hard copy form.</p>	All Services
1.2	<p><u>The actions described in this document may have to be initiated out with normal office hours and on-call staff and staff who are on duty should be aware of the need to be proactive and initiate such action.</u></p>	All Directors /On call Managers

2 Severe Weather Warnings

The Public Service Weather Forecasters of the Meteorological Office provide alerts to the Resilience Manager and Public Health Department, NHS Borders, in addition to a weather forecasting and warning service on the Met Office website. The Met Office has developed a risk matrix and the warning and website will provide a combination of:

- The likelihood of the weather happening
- The potential impact the weather will have.

The risk matrix will make an assessment of the potential impact which the severe weather might have on the community. The assessment will explain why the Alert/Warning has been assigned that colour and it will explain where any uncertainty lies.

Warnings will be issued for: Rain, Snow, Wind, Fog, Ice. Severe weather warnings can be accessed via the Met Office website http://www.metoffice.gov.uk/weather/uk/uk_forecast_warnings.html

A colour is assigned to the warning which is a combination of potential impact and likelihood.

Green	<p><u>NO SEVERE WEATHER EXPECTED</u> From hot, sunny summer day to cold, wet & windy winter day. No significant impact = no alert/warning Minor impacts possible.</p>
Yellow	<p><u>BE AWARE</u> Likely to be most frequent alert/warning issued. Low impact 'Yellow' only on Met Office website Medium or High impact 'Yellow' – email from PWS Advisor</p>
Amber	<p><u>BE PREPARED</u> Will be issued far less frequently than previously, but when issued will indicate that a significant 'event' is expected.</p>
Red	<p><u>TAKE ACTION</u> Still used very sparingly to highlight only the most serious incidents. Only 3 or 4 issued across UK in a year.</p>

The notification system:

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- **Alert** – issued more than 24 hours ahead
- **Warning** – issued less than 24 hours ahead
- “**Yellow**” alerts/warnings will only be available through the Met Office website (or Hazard Manager)
- “**Amber**” or “**Red**” alerts/warnings will be issued to responders through the National Severe Weather Warning System (NSWWS) (previously Early and Flash warnings respectively)
- Any combination of colour & Alert/Warning is possible e.g. Yellow Warning, Amber Alert etc.
- Forecasters encouraged to issue Alerts/Warnings during normal working hours

Terminology will align with that of the agencies providing flood warning (e.g. Environment Agency, Scottish Environmental Protection Agency (SEPA)).

2.1 During Office Hours

When a Severe Weather Alert or Warning is received during office hours, the Resilience Manager or Public Health PAs will circulate this by email on the Global Distribution List, failing which, by hard copy or fax to: Resilience Manager/Public Health

- On-call Executive Director,
- On-call Consultant in Public Health Medicine,
- Primary & Community Services
- Mental Health fax 01896 827154
- Learning Disabilities fax 01896 824630
- Estates Department fax 01896 826400
- Borders General Hospital switchboard to alert BGH Site Manager/on call manager – fax 01896 823476

2.2 Outwith normal office hours, the only warnings of severe weather may come via the media or through the personal observations of NHS staff, who may be on or off duty. However, with the accuracy of forecasting, it is likely that the Resilience Manager/Public Health will have received alerts/warnings within office hours and on call managers will be aware of impending severe weather.

Faxes from the National Severe Weather Warning Service will be received by Public Health at Newstead and by Switchboard, Borders General Hospital. Switchboard will alert the Executive On Call of this fax.

Switchboard
Executive On call/
On call Managers

3 Flood Warning System, Assessment and Actions to Take

3.1 NHS Borders receives targeted flood warning direct from the Scottish Environmental Protection Agency (SEPA) for its premises identified at risk in the event of flooding i.e. Hawick Health Centre, Hawick Community Hospital and Priorsford Day Unit, Peebles.

3.2 NHS Borders receives these warnings from SEPA on a 24 hour a day basis using an automated messaging system that delivers a pre-recorded advance automated warning message via the telephone networks to Borders General Hospital switchboard on 01896 827852 and by text to NHS Borders Estates Officer (P&CS).

Switchboard

On receipt of this warning the switchboard operator will contact the P&CS On call Manager (for Hawick) who will in turn log onto www.sepa.org.uk and make an assessment of the flooding alert. It should be remembered that this is an advance warning of possible flooding. The on call managers will alert the Executive on call as required. (Estates will deal with Priorsford issues – premises used part-time only and property is currently being marketed.)

P&CS On call
Manager/On call
Executive

The P&CS On-call manager will discuss the situation with Estates - the Estates on-call engineer who is contactable by switchboard will contact an Estates Manager as appropriate. The Estates & Facilities Department has procedures in place and is responsible for alerting contractors to install flood defences at the three identified premises if required.

3.3 The On call Primary & Community Services Manager and Estates Dept (obtain tel nos from switchboard) to discuss whether any further action needs to be taken at this time. Consideration should be given to advising the on call Executive Director if the incident is likely to escalate. Flow chart A-1 sets out the actions.

P&CS On call
Manager

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4 Initial Action in assessing Severe Weather Warning

- 4.1 When warning of severe weather is received which is likely to result in the widespread closure of major routes in the Scottish Borders e.g. strong gales, severe snow storms, widespread flooding etc., the **Executive Director or NHS Borders Manager** first learning of the warning will consider establishing a Problem Assessment Group with following on-call colleagues to risk assess the situation by teleconference and to discuss if any action needs to be taken at that time. (See flow chart - Guidance for Executive Directors/Managers at Appendix A-1; Teleconference Instructions at Appendix G)

Executive
Director/On call
Manager

- Executive On call
- CPHM
- BGH Manager
- P&CS Manager
- Mental Health
- Learning Disabilities
- Support Services as appropriate
- Unscheduled Care Lead (Primary Care)

(Contact directly or via BGH Switchboard)

(Managers on-call within NHS Borders may find it advantageous to identify on-call colleagues in the departments listed in **Paragraph 4.4** via the BGH Switchboard, at the beginning of their on-call tour, thereby reducing the time it takes to establish contact when circumstances require it.)

- 4.2 **The Executive Director and/or Clinical Board on call Managers** should monitor weather conditions via www.metoffice.gov.uk and make contact with BGH Departments and remote NHS Borders sites e.g. Community Hospitals, Health Centres etc., to maintain a continual assessment of the situation.

Executive
Director/On call
Manager

The Executive/on call Manager may contact the Met Office Public Service Weather Forecaster on call to discuss forecast and to help inform triggers or decisions locally. Tel nos for PSW Forecasters (the warning email from the PSW will indicate who is on call):

- Graeme Forrester
0131 528 7305 Mobile 07771 973904
- Ross Melville
0131 528 7325 Mobile 07753 880446
- Jim Watson
0131 528 7329 Mobile 07753 880293
- Aberdeen PWS Forecaster 24/7
01224 407574

- 4.3 Where there is a significant threat of serious disruption to service delivery, the Executive Director may decide to convene a meeting of an **NHS Borders Severe Weather Co-ordinating Group (Strategic)** within **Newstead/by teleconference/in MacMillan Conference Room at Borders General Hospital (key from switchboard)**, to discuss any further action required. The decision to establish this group should be a joint decision, taken after assessing the circumstances prevailing at the time. The decision to convene a group will also be influenced by actions of other agencies e.g. Scottish Borders Council, Police, Lothian and Borders Strategic Coordinating Group.

Executive
Director/On call
Manager

Chief Operating
Officer/Executive
Director

The Chief Operating Officer/Executive Director on call will convene this group.

Teleconferencing instructions are at Appendix G. (Dial in number - 08444 815502; person calling meeting to determine 6 digit pass number.)

Borders General Hospital control area for severe weather is the General Manager's office.

- 4.4 Members of NHS Borders Co-ordinating Group chaired by the Chief Operating Officer/Executive on call (all contactable by switchboard) should be drawn from:-
- a) Borders Primary & Community Services – General Manager or on call Manager

Chief Operating
Officer/Executive
Director

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Switchboard

- b) Borders General Hospital – General Manager or on call Manager
- c) Mental Health – General Manager or on call Manager
- d) Learning Disabilities – General Manager or via Social Work on-call system
- e) Estates and Facilities Department (may operate from Estates and Facilities office complex)
- f) Support Services – in first instance, HR, Communications, Estates & Facilities, IM&T, Administrative coordinator (identified by Chief Operating Officer or deputy), Transport Coordinator (identified by the Chief Operating Officer or deputy)
- g) Unscheduled Care Lead (Primary Care)
- h) Public Health/Resilience Manager

4.5 In anticipation of severe weather disrupting services, managers should review the Emergency Response (Red) and/or Crisis Management (Yellow) section of their Business Continuity Plans. http://intranet/new_intranet/microsites/index.asp?siteid=386&uid=1, ensuring that staff contact lists are up to date and accessible outwith working hours. These should be checked at least quarterly to ensure it is up to date. All Managers

4.6 If severe weather begins to affect movement and communication links within Scottish Borders, the Executive Director/Manager should contact the **Emergency Planning Section, Scottish Borders Council (SBC) (office hours – 01835 825056, out of hours - 01896 752111)**, to ascertain whether the **Emergency Control Centre (ECC)** will be activated. Executive Director/Manager

Alternatively, the initial contact may be made by SBC Emergency Planning Officer to NHS Borders Public Health or Resilience Manager.

4.7 In the event that Newstead is unavailable, the MacMillan Conference room is available at BGH. Decisions concerning the NHS Borders HQ function will be taken by BET as appropriate and operationalised by the Executive Assistant or deputy from the Newstead team. Executive Assistant

4.8 The Corporate functions will meet as a group as required.

5 NHS Co-ordinating Group Actions (Strategic)

5.1 During Office Hours

A co-ordinating group would convene at Newstead during office hours. Clinical Boards and Support Services may teleconference to the group – telephone number and pass number to be determined by Director/Manager or PA convening group.

Outwith Normal Office Hours

If Newstead is not available for use, the Executive on call may use teleconference facilities from any location 08444 815502 – see para 4.4. Alternatively the MacMillan Conference Room at Borders General Hospital is available for this purpose.

The first Executive Director/ NHS Manager attending will decide the location and should initiate the following: - Executive Director/NHS Manager

- a) Start a written log of events (see **Appendix 'B'**).
- b) Inform all Clinical Boards (and Support Services), of the location of Co-ordinating Group. Provide telephone/ fax and E-mail contact details.
- c) If the Emergency Control Centre (ECC) at SBC is established, (tel 01835 825056, fax 01835 824031; out of hours – 01896 752111), ask switchboard to contact the ECC and ascertain if there is a requirement for an **NHS Borders Liaison Officer** to attend there. The Liaison Officer may be, a senior manager, the Resilience Manager or an officer from Primary and Community Services (for a joint agency transport coordinating group on shared opportunities for transport to community patients). A process document for P&CS Transport Links with Scottish Borders Council is set out at **Appendix C**.

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- d) In the event of extreme weather, or other unexpected causes, it is recognised there may be exceptional occasions when it would be appropriate to ask staff who are not directly employed to do so, to work across Borders organisational boundaries. (i.e. Community health staff to carry out Home care work, Home care staff to carry out check visit on vulnerable patients) – a Protocol for Cross working across NHS Borders/Scottish Borders Council is set out at **Appendix D**. When this protocol is activated this information should be highlighted in a communication to staff.
 - e) Contact the Emergency Planning Section at SBC **01835 825056** to obtain a situation report on the state of major roads in the Borders, and details of any traffic diversions being implemented.
 - f) If a multi-agency Strategic Group is established at Scottish Borders Council, arrange for NHS Borders input (Consultant in Public Health Medicine/Resilience Manager) via teleconference. Conference tell no to be advised on the day. CPHM/RM
 - g) If weather conditions especially severe, ask if SBC is considering requesting the services of helicopters (normally accessed via Lothian and Borders Police), or four wheel drive vehicles from other sources. These resources may be made available to the NHS.
 - h) Establish whether SBC is opening rest centres, and if so where. (Primary & Community Care staff may be required at these centres as per Section 6 of the MEP manual.)
 - i) Obtain radio to monitor local radio broadcasts (Radio Borders & BBC Radio Scotland).
 - j) Contact NHS Borders Communications Team who will establish contact with local media to provide information up dates and contact details. NHS Borders Media Handling Policy must be followed at all times.
 - k) Transport considerations – the Chief Operating Officer/Executive On Call or Chief Operating Officer will invoke the establishment of a Transport Office in Human Resources Department according to the Standard Operating Procedures (**Appendix E**) held by the Borders Improvement & Support Team – contact details with switchboard.
- 5.2** Please note that staff will be expected to make their own way to work under most circumstances (see Para 6.2 below). The Transport Office will send out global e-mail to all staff via Communications informing them that the office is open and will arrange transport for essential staff only. The Transport Office will also contact all Clinical Boards via agreed contact points with procedure for booking transport. All bookings arrangements will be via managers only. Transport Office
- Full details are contained in Severe Weather Transport SOP (**Appendix E**).
- 5.3** Inform Scottish Ambulance Service Headquarters Control Room, Edinburgh 0131 300 4918, and Non Emergency Ambulance Service Control Room, Borders General Hospital – 01896 826062, that the Co-ordinating Group has been established and been provided with SAS contact details.
- 5.4** Log onto the Met Office weather site at <http://www.metoffice.gov.uk/> to monitor weather predictions.
- 5.5** Consider relief of staff if crisis is likely to be prolonged, including shift systems for managers and supporting staff to cover 7.00 am – 9.00 pm.
- 5.6** Chief Operating Officer to appoint Manager to coordinate Situation Reporting to SGHD and link with Resilience Manager reporting to NHS Scotland Resilience, Lothian & Borders Strategic Coordinating Group, Lothian and Borders Police and Scottish Borders Council.
- 5.7** A flow chart outlining the procedure detailed above is attached at **Appendix 'A-1'**

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6 Staff Safety

6.1 Whilst the welfare of patients is of prime importance, all staff of NHS Borders should also consider their own safety when attempting to meet patient needs. A careful assessment should be made of the risks and whether patient care can be delivered by a safer alternate means.

6.2 An employee who is unable to get to their normal place of work should discuss with their manager the possibility of working from an alternative place of work, provided they can reach the establishment without putting themselves at any unnecessary risk. Managers should ensure that staff have the required telephone number so that they can be contacted. In all such cases, the Manager must consider the particular needs of the service and the contribution the employee is able to make, taking into account the competence/skills, qualifications/professional responsibilities of the employee and whether appropriate supervision would be available. NHS Borders Adverse Weather Policy provides advice for managers and staff - http://intranet/new_intranet/microsites/index.asp?siteid=57&uid=51.

Summary advice for managers and staff is attached (**Appendix F**).

Working at an Alternative Location within Another Board Area

The South East and Tayside (SEAT) Boards recognize that depending on their home address, the nearest NHS establishment might be within another Board area from the one in which they are employed. Guidance on this scenario is appended to NHS Borders Adverse Weather Policy for Staff (summary set out at **Appendix F**).

7 Stand Down

7.1 The decision to stand down the Co-ordinating Group and supporting staff will be taken as and when the circumstances permit. If the Emergency Control Centre at Scottish Borders Council has been activated the officer in charge there should be consulted and a lead taken from the Council's Strategic Group.

END

APPENDICES A and A-1 at front of document

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Process for P&CS Transport Links with SBC

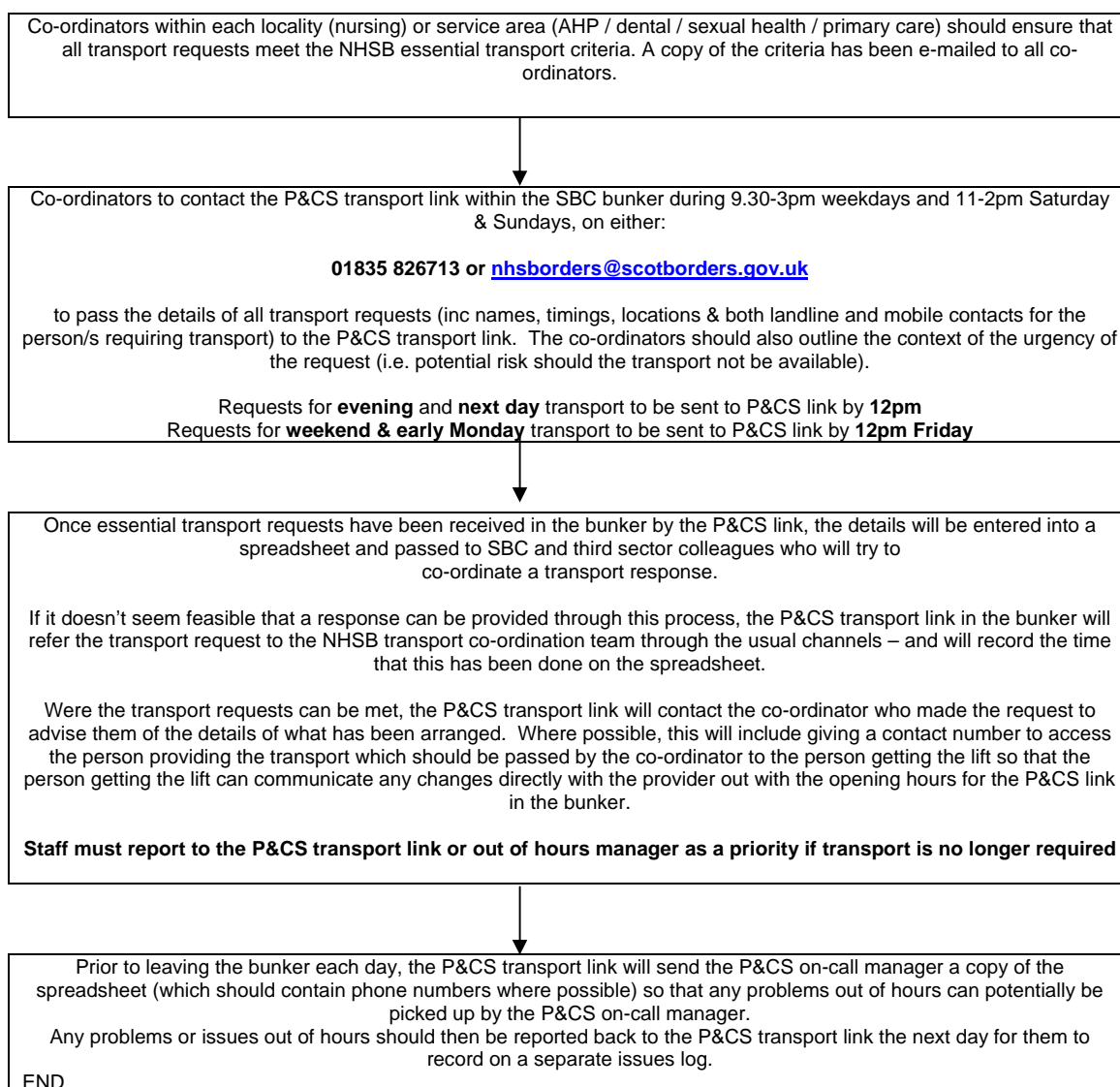
APPENDIX C

The flow diagram below outlines the process for P&CS links with SBC transport co-ordinators. This co-ordination function is located within the bunker at SBC HQ and a member of the P&CS admin team is located within the bunker, with access to a dedicated e-mail address and phone line. Primary Care Resilience lead will liaise with SBC Emergency Planning Officer to decide if a P&CS SMT manager is also required to be located at the bunker. Staff within the bunker have access to SBC 4x4 provision, as well as to between 10-12 British Red Cross 4x4 vehicles with drivers, 3 Forestry Commission 4x4 vehicles with drivers and the mountain rescue.

The rationale for direct links with P&CS is that the majority of this 4x4 provision is located in the peripheral areas of the Borders and is therefore ideally placed to support clinicians to access vulnerable patients and to transport staff to and from peripheral health centre and hospital locations.

Approval for progression of this approach was given at midday on 2nd Dec and by 3pm on 2nd Dec P&CS service leads were informed of the process for any subsequent transport requests. P&CS service leads were also advised on 2nd Dec to start identifying essential transport needs for over the weekend period and to be in a position to feed these in via the new process early on 3rd Dec.

Staff should prioritise making the journeys required. If they are unable / feel it is unsafe to make an essential journey then they should contact the P&CS transport link below.



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Use of Staff across NHS Borders / Scottish Borders Council

In the event of extreme weather, or other unexpected causes, it is recognised there may be exceptional occasions when it would be appropriate to ask staff, who are not directly employed to do so, to work across organisational boundaries.

(I.e. community health staff to carry out Home care work, Home care staff to carry out check visit on vulnerable patient).

In these circumstances it is important that:

1) The Manager requesting support:

- i) Is explicit over the location and type of work required
- ii) Provides information on any known risks associated with the work / location
- iii) Is clear about the skills and competencies required

2) The Manager providing the staff member

- i) Is clear the staff member has the required competencies
- ii) has carried out a Risk Assessment on the staff member attending this location / carrying out the identified duties and concluded this is reasonable in the circumstances concerned
- iii) Reassures themselves the staff member understands the nature of work required and their responsibilities in carrying this out
- iv) Clarifies with the Staff member concerned the ongoing reporting arrangements (taking into consideration issues such as lone working)

3) The Member of staff concerned

- i) Works to their own competencies and only undertakes tasks for which they have the appropriate competency and training
- ii) Ensures they are clear what is expected of them
- iii) Report to their line manager on an agreed basis

In agreeing to this request the Manager recognises that the staff member's employer will continue to have Employers' liability towards the member of staff concerned and the Employee will be working under their existing pay and terms & conditions.

In making this request the Organisation concerned will recognise it takes responsibility for the reasonable actions of the staff member concerned in undertaking their duties.

END

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Transport Office Standard Operating Procedure

Staff Transport in the Event of Adverse Weather Final – Version Control 5.4 (9th December 2011)

Prepared by:	Borders Improvement Support Team
Approved by:	Chief Operating Officer
Review:	Continuous – after each Adverse Weather event.
Purpose:	To ensure that there is a procedure in place for supporting continued service provision in the event of adverse weather by providing transport to essential staff.
Scope:	In the event of adverse weather, this procedure supports NHS Borders to: <ul style="list-style-type: none">• Open a Staff Transport Office• Effectively operate a Staff Transport Service to coordinate staff transport• Close a Staff Transport Office.
Responsibility:	It is the responsibility of all staff identified in this document to understand this standard operating procedure.
Background:	<p>NHS Borders must continue to provide a service to the public at all times. During periods of adverse weather, the efforts and goodwill of all employees in attending work are hugely appreciated. NHS Borders expect all employees to make reasonable efforts to attend work during adverse weather conditions but emphasises that responsibility for assessing the risk involved in travelling from home to work remains entirely with the individual employee.</p> <p>To support the continued service during adverse weather events, NHS Borders will endeavour to provide essential staff with transport to and from work.</p>
Contents:	Opening of the Transport Office Eligibility Criteria Daily Procedure for Organising Staff Transport Tracker Admin Process Roles and Responsibilities of Transport Team Closing Transport Office Appendix 1 – List of Staff Names and Contact Numbers for Transport Team Appendix 2 – Staffing Rota (7 Days) Appendix 3 - Staff Transport Procedure – Instructions for staff Appendix 4 - Tracker Form Appendix 5 - Opening Staff Transport Office Communication Template Appendix 6 – Daily Sit Rep Appendix 7 – Closing Staff Transport Office Communication Template Appendix 8 – End of Adverse Weather Event Report Template

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Opening of the Staff Transport Office

- Decision made by the Chief Operating Officer / Executive On-Call to open Staff Transport Office in the event of adverse weather.
- Person Responsible appointed from Borders Improvement Support Team – 1st point of contact Christine Payne - **07717630452**
- Person Responsible contacts Estates 826364 to agree vehicle and driver availability; if out of hours, then contacts the Head of Estates via the BGH switchboard.
- Person Responsible establishes team from list of staff previously agreed available on rota [\\itsnas\transport](#).

Appoint a Team:

Each shift should initially consist of:

- Transport Team Coordinator x 1
- Transport planner x 1
- Admin x 1
- Estates Coordinator x 1
- Estates Admin x 1

NB The team will be augmented by 1 additional person on Day 1 to ensure a quick setup and to cope with any initial problems. The staffing levels may be amended as the situation is reviewed on a daily basis.

Priority to establish a rota for the next 3 days (Currently a 7 day rota has been prepared) – see **Appendix 2**

Set Up Office:

The office will be established in **BGH HR offices**.

Requirements:

1. Telephone Line (01896 **827400**) – this line will be situated in Irene Gourlay's office (formerly Janet Miller's office) in HR.
2. e-Mail : severeweather.transport@borders.scot.nhs.nhs
3. Shared Drive on [\\itsnas\transport\](#)
4. Establish excel spreadsheets for next 7 days ([\\itsnas\transport\](#)
5. Establish internet Favourites on all available PCs:
 - First Bus - <http://www.firstgroup.com> or 01896 758116 or 08708727271
 - Munro's of Jedburgh - www.munrosfjedburgh.co.uk
 - Perryman's Buses - <http://www.perrymanbuses.co.uk>
 - For the latest transport information visit: www.trafficscotland.org
 - Radio Borders www.radioborders.com
6. E-mail notice to Communications Office, for circulation to NHS Borders Staff / Line Managers
7. Contact the following Services below to ensure they are aware of the opening of the Transport Office and reiterate the procedure (Appendix 2)
 - BGH Hospital Bleep holder 21412
 - P&CS Severe Weather Co-ordinator (01896 825508)

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- Mental Health Service Manager (01896 827151 or 01896 827156)
- Learning Disability Service Team Manager (01896 824582)
- If out of hours, contact the Head of Estates (via the BGH switchboard)

8. Put in place either 4 white board or flip chart communication boards with headings:

- Issues and Risks Logs - all staff to update and review daily at Team Meeting
- Transport available for the Day eg BECS, Volunteers, etc
- Useful Phone Numbers
- Notice board with up to date info eg Bus Timetables, Shuttle runs details, etc

Prepare Admin Box to include:

- Transport Procedure Folder Trays for Requests
- Stationery
- white board pens
- up-to-date telephone list
- supply of tracker sheets
- Blue Tack

Shifts:

The Transport Office will operate 3 shifts as below:

- 7am to 12 noon
- 12 noon to 4pm
- 4pm to 9pm

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Eligibility Criteria

Eligibility Criteria for Staff Transport

NHS Borders will arrange transport for those staff designated as **essential**, who have no other means of travelling to or from work, during periods of adverse weather.

Staff should:

1. Consider if they can make their own way in
2. Consider if they know of colleagues locally who may be making their own way in (e.g., with 4x4)
3. Consider if they can reach a functioning bus route
4. Contact their **line manager** regarding need for transport

Managers should contact the Transport Office (01896 827400 using the agreed procedure)

Criteria for Eligibility:

1. Staff member cannot bring themselves in to work
2. No colleague locally can bring them in
3. They cannot access public transport or other alternative transport
4. Staff member is essential to safe running of service

Points to consider:

- Journey times may be prolonged – is length of shift worth journey time?
- No pick-ups from Darnick/Melrose/Newstead except in exceptional circumstances

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Daily Procedure for Organising Staff Transport

The Transport Office will **co-ordinate staff transport**. Transport Office will only pick up patient transport in exceptional circumstances ie. priority patients (renal/oncology) where SAS are unable to pick up or use partners to pick up.

Time	Task	Responsibility
0700	Handover from Night Sister & Check emails	Team Co-ordinator
0715	Review early shift in and previous night shift home transport lists and address issues outstanding with either Estates Co-ordinator or Drivers.	Team Co-ordinator
0730	Database populated with transport requests from Handover	Team Co-ordinator
0800	Estates phoned (826364) to advise database now populated by Transport and is available for input	Team Co-ordinator
0800	Team Briefing – Communication updates and Risks/Issues Log on whiteboard.	Transport Team - ALL
0830	Prepare and submit Sit Rep (available on \itsnas\transport\ and e-mail to Jane Davidson, Tim Paterson and Tim Cameron by e-mail for 9.00am	Team Co-ordinator
0945	All Tracker Forms received from areas	All areas
	Details from tracker form logged onto Transport database by geographic area and date ; <ul style="list-style-type: none"> • Inputting late and night shift for current day • Inputting early shift for next day 	Admin
	Tracker forms filtered for each geographic area by shifts coming into BGH and shifts leaving BGH (see admin process)	Admin
1000	Estates phoned (826364) to advise database now populated by Transport and is available for input	Admin
1000	Check e-mail from BECS for availability of BECS transport and note on whiteboard ; inform Estates	Admin
1100	Tracker forms printed for each geographic area and given to Transport Planners	Admin
1130	Estates phoned (826364) to advise database now populated by Transport and is available for input	Admin
	Estates to populate database and allocate runs and drivers and identify any transport requests that Estates cannot accommodate	Estates Admin and Co-ordinator
1200	Estates deploy vehicles and drivers	Estates Co-ordinator
	Estates telephone staff in advance to arrange pick-up points and times	Estates Admin
	Tracker forms printed off for drivers	Estates Admin
1200	Handover early shift to afternoon shift	Transport - ALL
	Tracker forms reviewed and any outstanding transport organised	Transport Planners
1300	Estates phoned (826364) to advise database now populated by Transport and is available for input	Admin
1400	Tracker forms for next day Early shift in and Night Shift home printed off	Admin
1430	Check staff allocated to transport are clearly marked on the master tracker form that transport has been arranged and by whom.	Admin
1600	Conference Call	Transport Co-ordinator
1600	Handover afternoon shift to evening shift	Transport - ALL
1600	Check database populated for early shift in and night shift home	Admin
1630	Estates phoned (826364) to advise database now populated by Admin and is available for input.	Admin
1700	Cars returned to BECS	Estates
1700	Estates review list and allocate runs and drivers	Estates Co-ordinator
	Estates updates database detailing runs and drivers and any transport requests that Estates cannot accommodate	Estates Admin
	Estates deploy vehicles and drivers	Estates Co-ordinator

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	Estates telephone staff in advance to arrange pick-up points and times	Estates Admin
	Tracker form printed	Admin
	Tracker forms reviewed and any outstanding transport organised ie. staff requiring to be on shift before 7.30am	Transport Planners
	Staff informed (next day Early shift and any other early starts) that transport has been organised and that Estates will contact them directly.	Transport Planners
	Database updated with form of transport organised	Admin
1800	Transport staff to contact rota staff for next two days to ensure they are aware they are on duty	Admin
1900	Final check to ensure database completely populated and any outstanding transport issues resolved	
Following morning	Estates telephone staff in advance to arrange pick-up points and times	Drivers

NB: Any cancellations or *ad hoc* requests from managers between the tracker leaving Transport Office and Allocation of Estates should be communicated via the database at regular internals.

It is the duty of **Line Managers** to identify any staff with **specific requirements** and inform the Transport Office accordingly. Responsibility for providing the Transport Office with contact details for such members of staff lies with the relevant **Line Managers**. The **Transport Office** has the responsibility for informing such staff of specific transport arrangements, and will then liaise directly with that member of staff.

ALL requests for staff transport must come from **Line Managers**. Staff who contact the Transport Office directly will be referred to their Line Manager, except in exceptional circumstances.

Details of any alternative available transport (eg. BECS, staff volunteering 4x4 lifts) being telephoned in, will be written onto the White Board.

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Tracker Admin Process

Logging transport Requests

Transport request forms will be handed into the Transport Office by the Ward Managers no later than 09:45.

1. Select the excel spreadsheet for the date required
2. The worksheets are split by area, choose the correct area
3. Log the transport request on the spreadsheet
4. Sort the requests into the following
 - Place From
 - Shift Start / Finish time

Important Times: 08:00; 10:00; 11:30; 13:00; 16:00

5. Phone Estates Admin (826364) that database is now available for Estates input
6. Print out the sheets, by area, for the co-ordinator
7. If requests have been cancelled or dealt with, highlight the rows in yellow and inform Estates by phone call (826364)
8. Shade and hide all requests that the time has elapsed

Additionally 16:30

9. Ensure all transport requests have been logged and are up to date for the evening and the following morning to ensure the night shift staff have transport home and the early shift staff have transport into the BGH

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Roles and Responsibilities of Transport Team

Role	Responsibility
Team Co-ordinator	<ul style="list-style-type: none"> • Takes overall responsibility for the shift • Ensures robust communication at daily handovers • Checks emails regularly • Deploys Transport Team into roles for each shift • Liaises/communicates with NHS Borders (Sit Rep, Conference Calls, etc)
Transport Planners	<ul style="list-style-type: none"> • Collates and allocates transport within Transport Office • Liaises with Estates Department • Liaises with Line Managers and staff • Keeps communication up-to-date (trackers – cancellations and bookings, updating white board with transport available from BECS and other options)
Admin	<ul style="list-style-type: none"> • Input and printing of all requests for transport from tracker forms • Working to agreed procedure timelines for tracker forms • Working to agreed admin process • Regularly checking: severeweather.transport@borders.scot.nhs.uk

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Closing Transport Office

- When adverse weather subsides and public transport is up and running, the Team Co-ordinator should recommend closure of the Transport Office.
- The Chief Operating Officer or Executive On-Call should authorise closure of the Transport Office.
- The communication template for closing the Transport Office should be completed and e-mailed to the Communications Office for further circulation to NHS Borders staff (Template available)
- Staff on the Transport team rota should be informed that the office is closed and shifts no longer require to be covered.
- The Risks / Issues log collated into an End of Adverse Weather Event Report (Template available)
- The Standard Operating Procedure for Organising Staff Transport in the Event of Adverse Weather should be reviewed and updated accordingly.
- All stationery packed away into Transport Office box and stored in the Estates Office.
- All confidential documents (requests for transport detailing staff mobiles, etc) should be disposed of as confidential waste.

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NOT FOR PUBLICATION
Appendix 2 – of Staff Transport SOP

Staffing Rota (7 Days)

DAY 1

07:00 -12:00 12:00-16:00 16:00-20:00

Christine Payne	Phil Lunts	Warwick Shaw
Claire MacDonald	Joyce Riddell	Liz Knox
Carly Easton	Kirsten Thomas	Carol Aitchison
Nikki Rout	Fiona Doig	Samantha Harkness

DAY 2

07:00 -12:00 12:00-16:00 16:00-20:00

Christine Payne	Rachel Pulman	Marion Phillips
Kim Smith	Wendy Forsyth	Muriel Grybowski
Claire McDonald	Alison Hutchison	Laura McDougall

DAY 3

07:00 -12:00 12:00-16:00 16:00-20:00

Mandy Brotherstone	Pauline Burns	Warwick Shaw
Karen Di Cara	Cheryl Easton	Dawn Moss
Ruth Paterson	Joyce Botham	Isobel Phillips

DAY 4

07:00 -12:00 12:00-16:00 16:00-20:00

Irene Gourlay	Rachel Pullman	Lynne Morgan Hastie
Joyce Riddell	Debbie Irvine	Susan Henderson
Denise McFadzean	Laura McDougall	Marion Phillips

DAY 5

07:00 -12:00 12:00-16:00 16:00-20:00

Christine Payne	Phil Lunts	Diane Laing
Lynne Morgan Hastie	Alison McHutchison	Alison Roebuck
Shirley Hoggan	Geraldine Bouglas	Joanne Weir

DAY 6

07:00 -12:00 12:00-16:00 16:00-20:00

Diane Laing	Lynne Morgan Hastie	Kirsten Thomas
Fiona Kali	Carly Easton	Helen Clinkscale
Janet Millar	Colin Herbert	Claire Burke

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DAY 7

07:00 -12:00

Warwick Shaw
Bill Urquhart
Joyce Riddell

12:00-16:00

Pauline Burns
Denise McFadzean
Frances Mason

16:00-20:00

Irene Gourlay
Nikki Rout
Amie Blackaby

END

NHS BORDERS MAJOR EMERGENCY PROCEDURES

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Appendix 3 of Staff Transport SOP

Staff Transport Procedure – Instructions for Staff

Procedure for Organising Staff Transport in the Event of Adverse Weather [\\itsnas\transport\](#)

Instructions for **Ward Charge Nurses / Line Managers / Supervisors daily:**

1. Collate staff requiring transport for shifts that day (late and night) and the early shift the following day.
2. Identify any staff who have special requirements and notify the Transport Office with relevant contact details
3. Fully complete the tracker form (Appendix 3) with collated information - using **separate sheets** for separate days and **separate lines** for return journeys
4. Collection and delivery of tracker forms to the Transport Office by **9.45am daily** from:
 - Departmental Bleep Holder (BGH)
 - Operational / Service Manager (Mental Health)
 - PACS Transport Coordinator
 - Line Managers (Support Services)

Instruction for **Staff:**

1. Staff should request transport via your ward charge nurse / line manager / supervisor.
2. Staff who have requested transport and no longer require it, **MUST** inform the Transport Office (01896-826706).
3. Staff will be contacted directly by Estates to arrange pick-up points and times.

END

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END

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Appendix 5 of Staff Transport SOP

Opening Staff Transport Office Communication Template [\\itsnas\transport\](#)

On opening Transport Office the following email should be sent out:

“Please be advised that the Transport Office is now open. The office will deal with staff requests for transport to and from BGH and Community Hospitals. Should you require transport please contact your Line Manager who make the request on your behalf. The office can be contacted on 01896 826706 and will be manned from 7am to 9.30pm. “

This email should be sent to the:

- Communications Team – staffinvolvement@borders.scot.nhs.uk
- Shona Cameron at - Shona.Cameron@borders.scot.nhs.uk
- Line Managers - Allinemanagers@borders.scot.nhs.uk
- BET – [BET&PAS](#)

END

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Appendix 6 of Staff Transport SOP

Daily Sit Rep [\itsnas\transport\](#)

To be sent to:

Jane Davidson
Tim Cameron
Tim Patterson By 9am daily

SEVERE WEATHER DAILY REPORTING

Please return to:

Jane Davidson, Dr Tim Patterson & Tim Cameron no later than 9.00am daily until further notice

DATE:	Day, Date & Transport Co-ordinator's Name
BOARD/SERVICE :	

1) SUMMARY STATUS

Instruction:

*Provide a broad indication of the current position of your service at present. Detail any new and/or emerging issues that will need to be addressed **and what you will be doing over the next 24 hrs to address these issues***

	Narrative
Current position	
Borders General Hospital	
Primary & Community Services	
Mental Health	
Learning Disabilities	
Human Resources	
AHP Services	
Pharmacy	
Transport Office	Example: Transport Office Staffing levels; Roads Situation: Bus Situation; Met Office status; Handover Issues from last night; Any potential Issues
Estates & Facilities	
Information Management & Tech	
Human Resources	

END

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Appendix 7 of Staff Transport SOP

Closing Staff Transport Office Communication Template [\itsnas\transport\](#)

On closing the Transport Office the following email should be sent out:

“Please be advised that the Transport Office is now closed. Should staff require transport please contact your Line Manager. This office is no longer manned. “

This email should be sent to the:

- Communications Team – staffinvolvement@borders.scot.nhs.uk
- Shona Cameron at - Shona.Cameron@borders.scot.nhs.uk
- Line Managers - Allinemanagers@borders.scot.nhs.uk
- BET - [BET&PAs](#)

END

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Appendix 8 of Staff Transport SOP

End of Adverse Weather Event Report Template ([\\itsnas\transport](#))

**NHS BORDERS
END OF ADVERSE WEATHER EVENT REPORT**

Author:

Date:

Circulation:

Background

Timeline of the adverse weather event - when Transport Office opened and when it closed.

What Went Well ?

What Went Badly & Recommendations ?

Stage of Project	Issue	Recommendations

Does the Standard Operating Procedure Need to be Updated?

Review outcomes of the adverse weather event against the Standard Operating Procedure

Summary and Next Steps (if appropriate)

END OF TRANSPORT OFFICE SOP

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ADVERSE WEATHER POLICY - Advice for Managers and Staff

APPENDIX F

- ✦ NHS Borders must continue to provide a service to the public at all times. We must balance the needs of the service with those of our staff whilst ensuring that everyone is treated fairly and consistently
- ✦ As long as the policy and protocol are followed, staff who have made reasonable attempts to continue to work will be paid in line with NHS Borders Special Leave Policy. If the policy and protocol are not followed, it is expected that all hours lost will be worked up, taken as annual leave or processed as unpaid leave

Managers' preparation:

- ✦ Make sure you have all staff details up to date on SGIS. This includes phone/mobile numbers and post-codes (to allow us to easily identify where staff live when considering how they might be able to help during adverse weather)
- ✦ Make sure you have access to staff lists and contact details at all times – do not rely on getting access to SGIS
- ✦ Remember that some managers may be able to manage staff/situations effectively from home if travelling to work is not possible

What all staff need to think about:

- ✦ Plan ahead – find out who lives near you and travels to the same place of work. Discuss possible shared travel arrangements
- ✦ Be prepared – carry emergency equipment in your vehicle e.g. warm clothing, sturdy footwear, a mobile phone (and charger) food / drink and an overnight bag
- ✦ Carry supplies of any medication you may require
- ✦ Regularly assess the risks involved in travelling to and from work (use the media to help)
- ✦ Ensure that you know your manager's contact details
- ✦ Inform your manager of anticipated travelling difficulties as soon as possible and maintain regular contact with your manager during periods of adverse weather
- ✦ Be prepared to work flexibly or from an alternative base / unit during periods of adverse weather if agreed with your manager
- ✦ Consider what arrangements you could make to enable you to continue to work after your agreed working hours to support your ward / base if required

Working at an Alternative Location within Another Board Area

It is recognised that for some members of staff, depending on their home address, the nearest NHS establishment might be within another Board area from the one in which they are employed. If having made every effort to attend their own place of work or an alternative location within their own Board area it may be appropriate for the member of staff to offer their services at alternative NHS establishment within another Board area. In these circumstances, the employee should contact both their own line manager to agree this course of action. The manager will then contact the relevant duty manager at their nearest appropriate NHS establishment to determine whether or not they should present themselves to work at this location to provide assistance.

It is important that staff do not just turn up at these establishments without first making contact to determine if assistance is required or indeed appropriate.

In these circumstances the following checks should be carried out where an NHS Identity Badge is available:

- Within standard/normal working hours, contact should be made with the Board's own HR Department who in turn will make contact with the employing NHS Board and check currency of employment and with the appropriate registration body if necessary;
- Outside standard/normal working hours, it will not be possible to check the authenticity of a member of staff's Identity Badge and therefore the contact details should be kept so that the appropriate checks can be made and the individual recalled if necessary. However, in the event of severely low staffing, and after a thorough risk assessment, the member of staff may be allocated tasks that can be supervised and have either minimal or no patient contact in a clinical area where patients have lower dependency/less complex needs.

If the member of staff does not have an NHS Identity Badge the following would apply:

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- Copy any other photographic identification that they have brought with them;
- Within standard/normal working hours, contact should be made with the Board's own HR Department who in turn will make contact with the employing NHS Board and check currency of employment and with the appropriate registration body if necessary;
- Out with standard/normal working hours, it will not be possible to check the authenticity of a member of staff's identification and therefore the contact details should be kept so that the appropriate checks can be made and the individual recalled if necessary. In these circumstances it would not be appropriate to do any further risk assessments and the individual should not be allowed to commence work of any kind until the necessary checks have taken place.

All hours worked by a member of staff working at an alternative location must be recorded and either sent to the individual's line manager if employed within the same Board or forwarded to the HR Department for individuals employed in another Board along with copies of the identification and contact details and they will be forwarded to the individual's line manager in their own Board.

For more information go to the [Adverse Weather policy page](#) of the HR intranet.

END

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Useful micro site and website links

Appendix G

NHS Borders Intranet Micro sites

- Intranet Business Continuity micro site - Severe Weather section
<http://intranet/microsites/index.asp?siteid=386&uid=1>
- Intranet Major Emergency Planning micro site – Severe Weather policy for managers is section 9 of MEP <http://intranet/microsites/index.asp?siteid=32&uid=6>
- Intranet Human Resources micro site - Adverse Weather Policy – Guidance for Managers and Staff
<http://intranet/microsites/index.asp?siteid=57&uid=51>
- Transport Office information (if put in place in severe weather) – Appendix D of Severe Weather Policy <http://intranet/microsites/index.asp?siteid=32&uid=6>

External Websites

- Ready Scotland website <http://www.readyscotland.org/are-you-ready/winter-weather/> (Scottish Government Preparing for and Dealing with Emergencies)
- Transport Scotland website including Traffic Scotland internet radio
<http://www.transportscotland.gov.uk/> <http://m.trafficscotland.org>
- <http://www.transportscotland.gov.uk/winter/plan>
- <http://www.travelinescotland.com/welcome.do> - Journey Planning
- Met Office <http://www.metoffice.gov.uk/> - Detailed weather information including alerts and warnings
- Scottish Borders Council http://www.scotborders.gov.uk/info/721/winter_weather
- Radio Borders <http://www.radioborders.com/>

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NATIONAL & INTERNATIONAL TELECONFERENCING FACILITY

This facility enables you to teleconference (audio only) with any number of colleagues from other Health Boards or organisations anywhere in the UK or abroad.

It does not require any prior set up or registration, it costs 5p per minute for each of the participants (international rates will apply to any participants dialling from abroad), the call charges are added to the phone bills of the participants, so no invoices will be sent, and no purchase orders are required.

It can be accessed from any type of telephone extension, direct line, and mobile. It can also be used in conjunction with the **Conference Telephone** (see details on next page).

BASIC USE

There should be one organiser. He or she should inform all parties when the call will take place; the timing needs to be reasonably precise to avoid unnecessary waiting.

[Organiser instructions](#)

You will need to make up a six-digit code that will serve as the access code for all participants, you will also need to inform all participants when you want them to dial in, and what the access code is. **The organiser should dial up a few minutes before the other callers are due to log on.**

1. Dial **08444 815502**
2. **Type in access code then #, then after the confirm prompt, press 1**
3. You will now be informed that you are the only person in the conference
4. You will now have recorded music until the other participants log on.

[Other party's instructions](#)

All parties should have been informed of the time of the conference and the access code.

1. Dial **08444 815502**
2. **Type in access code then #**
3. You are now in the conference, please announce your presence.

Any party can hang up at any time without affecting the conference; they can also log back on any time. There is a mute function that cuts off your speech but lets you listen to the conference. You can toggle the mute function on and off by pressing *6. You can also use the mute function on your telephone if you have one.

END

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Template Agenda

Severe Weather Coordinating Group Time, Date Venue Agenda

Dial in details - teleconference no 08444 815502 pass number – to be determined by person calling
meeting – any 6 digit no followed by #

*Circulation list – Severe Weather Co-ordinating Group**

1. Apologies
2. Review log of previous meeting
3. Matters arising
4. Up-date on current situation
 - a. Weather
 - b. Flood Risk
 - c. Roads
 - d. Communications – telephony etc
 - e. Utilities – power, water
 - f. Schools
 - g. SBC services
 - h. SAS
5. Clinical Board Up-date
 - a. BGH
 - b. P&CS
 - c. Mental Health
 - d. Learning Disabilities
 - f. Support Services
 - i. Estates and facilities
 - ii. Transport and logistics – dementia patients
 - iii. HR
 - iv. Admin and support
 - v. Communications - brief Chair
6. Teleconferences
 - SBC
 - SCG Tactical
 - Sitrep to Scottish Govt
7. Staff Communication, Press Release
8. Time of Next meeting

Distribution list:

Should also include Chief Executive, On call Executive, On call Public Health Consultant

Pattinson, Alasdair; Allison, Graham; Arkley, Gary; Bacon, Rachel; Baijal, Eric; Barraclough, Nicola; Bouglas, Geraldine; Cameron, Shona; Cameron, Timothy; Cannon, Richard; Clemitson, Wayne; Cockburn, Alison; Czajka, Margaret; Davidson, Jane; Dick, Michelle; Herbert, Colin; Hunter, Trish; Kontothanassis, Costas; Laidlaw, Shirley; Lunts, Phillip; Marr, Shirley; McLuckie, David; Mordue, Alan; Murray, Jill (Public Health); Nelson, June; Paterson, Brian; Paterson, Lorna; Paterson, Marion; Patterson, Sheila; Patterson, Tim; Pattinson, Alasdair; Ryan, Laura; Severe Weather Transport; Witkowski, Edmund

cc BET and PAs

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LOG/ACTION TRACKER TEMPLATE

APPENDIX K

(User may wish to change page set up to landscape)

Log

Name of Meeting:

<p>The first meeting of the _____ was convened at _____ on _____ in the Board Room, Newstead.</p> <p>Apologies:</p> <p>Attendees: (Chair), (Loggist)</p> <p>In attendance via teleconference:</p>
<p>The second meeting of the _____ was convened at _____ on _____ in the Board Room, Newstead.</p> <p>Apologies:</p> <p>Attendees: (Chair), (Loggist)</p> <p>In attendance via teleconference:</p>
<p>The third meeting of the _____ was convened at _____ on _____ in the Board Room, Newstead.</p> <p>Apologies:</p> <p>Attendees: (Chair), (Loggist)</p> <p>In attendance via teleconference:</p>

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Action No	Agenda Item	Log	Action to be carried out by	Status	Final Outcome	Timeline
1		Date: Time: Action:				
		Date: Time: Action:				
		Date: Time: Action:				
2		Date: Time: Action:				
		Date: Time: Action:				
		Date: Time: Action:				
3		Date:				

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		Time: Action:				
		Date: Time: Action:				
		Date: Time: Action:				
4		Date: Time: Action:				
		Date: Time: Action:				
		Date: Time: Action:				