

Haringey's Preparedness in the event of a Future Pandemic

Briefing to Adults and Health Scrutiny Panel, 30th March 2025

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Background, Context & Learning

Background

- In December 2024, we marked five years since COVID-19 was first identified in Wuhan, China. The profound impact of the pandemic remains evident in our communities and reinforces the critical importance of strengthening pandemic preparedness, ensuring we are on the front foot to get ahead of future biological threats.
- The threat and potential impact of pandemics are such that they remain the highest risk on the national risk register and continue to direct significant amounts of activity on a global basis. It is the only risk with level 4 for likelihood with impacts considered Catastrophic.
- Experts believe the most likely cause of a future pandemic will be a respiratory virus; however, the government continues to plan and prepare for a range of pandemic and emerging infectious disease scenarios

National & Regional Context

- **No current national guidance-** National Respiratory Pandemic Response Plan currently in development & National Pandemic Exercise 'PEGASUS' will run in Autumn 2025 (of which London Resilience Forum will take part in, feeding back to Haringey Resilience Forum)
- **National COVID-19 enquiry ongoing.** Haringey (via Public Health and Emergency planning teams) and other local authorities have been asked to submit information to support the modules and wider learning. This will feed into the London and local plans.
- **NHS Framework for managing the response to pandemic diseases published July 2024**
- **London Resilience Unit, Interim Pandemic Response framework guidance released late 2023.** This replaces previous Influenza and Coronavirus response frameworks.
- **Other London Local Authorities have developed interim pandemic plans** i.e. Camden, Tower Hamlets, to be updated on issuing of national guidance. However, some Local authorities are still referencing older pandemic influenza plans.

North Central London ICS Context

- NCL Integrated Care Board (ICB) have a pandemic response plan
- The NCL team act as a key point of contact for ICS emergency planning teams, providing support, guidance and conduct yearly assurance processes
- North Middlesex & Whittington NHS Trusts have their own Emergency planning teams and pandemic plans
- NCL ICB have been working with London Boroughs and UK Health Security Agency (UKHSA) to develop a pan-London MOU for outbreak management, and will influence local plans

Local Context

- Existing Haringey Multi-Agency Pandemic Influenza Plan & Emergency Management Plan
- ICS/Council COVID-19 learning – Council reported learning/reflection on the first 2 COVID waves
- Department focused lessons learned from COVID-19 pandemic i.e. Public Health, COVID-19 Vaccination Programme

What was learned from the COVID Pandemic?

Method of Learning/Output	Examples of Areas reviewed
Council-Wide COVID Debrief Meetings and Reports (Waves 1 & 2)	Entering and Exiting Lockdowns; Community Engagement & Support; Staff Health & Wellbeing; Building Community Resilience; Adults Health & Surge Planning
Departmental focused learning i.e. Public Health Lessons Learned Report	Reviewed engagement & support schools and care homes with advice/guidance through qualitative feedback
Haringey COVID-19 Vaccine Programme: Lessons learned strategic group and highlight report	Improved planning & coordination; access & availability; strengthening communication & engagement actions

Strengths and Areas for Improvement

Areas for improvement are highlighted in the pandemic preparedness plans development and form the priority work of the Haringey Health Protection Forum

Topic Area	Strengths	Areas for Improvement
Engaging and Supporting Vulnerable Groups through improved relationships with VCS/groups	<ul style="list-style-type: none"> Regular delivery of Health & Wellbeing events through funding and partnerships i.e. Black Communities Healthy Living and Lifestyle Fair Regular health and wellbeing focused updates at VCS forum/multi-faith forum Outbreak and control plans and training for our asylum seeker/contingency hotels and rough sleeping/homeless/supported living services 	<ul style="list-style-type: none"> Financial Resource & Plans for/enough available space to house rough sleepers and those who may require self-isolation in a future pandemic
Reducing spread of infections	<ul style="list-style-type: none"> Ongoing support to schools, nurseries and care homes by Public Health through attending relevant forums and sharing communications An established Health Protection Forum with multi-agency partners including UKHSA, to monitor risks to health from infectious disease/outbreaks Departmental Business Continuity Planning & local COVID-19 response learning 	<ul style="list-style-type: none"> Plans for Infection, Prevention & Control (IPC) capacity across the NCL ICB area. Currently a lack of clarity around Infection, Prevention & Control (IPC) protocols for NCL and capacity Senior Management Training on Responding to Major Emergencies for Adults & Health directorate (planned)
Vaccinations	<ul style="list-style-type: none"> Haringey Health Champions, promoting vaccination uptake (and wider health & wellbeing services) amongst several community groups* Vaccination resources in many languages, targeted to different audiences Outreach activities to promote vaccinations amongst community groups and pop-up vaccination clinics, through dedicated Immunisations community engagement officer Established multi-agency partnership groups which focus on improving uptake of Immunisations and tackling key barriers/mistrust 	<ul style="list-style-type: none"> Resources and interventions to tackle vaccine fatigue and hesitancy, leading to lower COVID-19 and Flu booster uptake, particularly among certain community groups and Health & Care staff in NHS trusts (ongoing)
Staff Health & Wellbeing	<ul style="list-style-type: none"> Established Mental Health & Wellbeing Support Provision for Staff and Residents Mechanisms for efficient working from home for non-essential services 	

*Current Haringey Health Champions are hosted by Haringey VCS organisations supporting the following groups: Turkish, Kurdish, Bulgarian and Polish Speaking, Somali, Black Caribbean, Bulgarian Roma & Orthodox Jewish.

Our Approach to Pandemic Preparedness in Haringey

Local Pandemic Plan Proposals

- There will be 2 distinct angles for Haringey's future pandemic response:
 - Public Health focus
 - Council business delivery (led by EP&R team) focus
- These will be captured as 2 separate inter-related plans:
 - Multi-agency
 - Council

Haringey's Multi-agency Pandemic Response Plan (2025-2035)



LONDON BOROUGH OF HARINGEY
MULTI-AGENCY PANDEMIC RESPONSE
PLAN

- Multi-agency plan to be led by Public Health
- Plan to capture Public health and wider Haringey health & care services lessons learned, delivering tangible outcomes/processes to enable us to be prepared for a future pandemic.
- The plan will also be informed by stakeholder interviews with departmental colleagues from housing, adult and children's social care, public health, communities, safer neighbourhoods/policing, and other relevant colleagues.

Domains of the Multi-Agency Plan*

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Objectives:

- ☐ Provide local strategic leadership as part of a multi-agency response.
- ☐ Provide a framework for communications between responding agencies to ensure a co-ordinated response.
- ☐ Identify key areas of responsibility between agencies.
- ☐ Identify trigger points for escalation.
- ☐ Establish key areas for joint external communications.

Leadership: The Director of Public Health (DPH) will have lead responsibility for recommending that local Strategic Coordination is required.

Response Structures: A local multi-agency pandemic plan response board which could repurpose existing governance such as a local Health and Wellbeing Board to provide public engagement and community leadership

Cross-cutting themes: Inequalities and disproportionate impacts; Countering misinformation; Vulnerable groups; prioritising vulnerabilities

Haringey's Multi-agency Pandemic Response Plan (2025-2035)



- The Multi-agency Pandemic Response plan will primarily focus on Response Action
- However, the Haringey Health Protection Forum will also identify **key actions required in the preparedness to deliver this plan and identified areas for improvement.** For example, this may include reviewing progress of the Haringey Health Champion programme and wider community engagement action, Communication/Messaging, Development of Action Cards/Protocols, Data & Intelligence, Vaccination Uptake, Identification of vulnerable groups, etc.

Proposed Governance: Multi-Agency Pandemic Response Plan



Level	Board/Group Name	Responsibility
Corporate	Health & Wellbeing Board/Corporate Leadership Team	Sign off plan, ensure buy-in of senior partners, wide sharing of plan
Strategic	Haringey Resilience Forum (with oversight from London Resilience Forum)	Seek assurance of pandemic preparedness plan/readiness to respond; Approval of updated versions from outcomes and recommendations that follow on from formal exercises
Plan Oversight & Development	Haringey Health Protection Forum	Development, oversight & monitoring of plan/Desktop Review/Exercising Plan
Influential/Operational	Haringey Immunisations & Screening Group, Haringey Routine Vaccination Group, Inequalities, Intelligence, Health Champions	Members from these groups may feed into the pandemic preparedness plan, support in exercising and enacting aspects of the plan (where required)

Haringey's Council Pandemic Response Plan (2025 - 2030)

- This plan will be coordinated by the Emergency Planning & Resilience team, supported by Services across the council.
- It will reflect pandemic specific learning from waves 1 and 2 from the COVID-19 pandemic and align with the Council's existing **Emergency Management Plan**.
- The Council Pandemic Response plan will primarily focus on Response Action.

Governance: Council Pandemic Response Plan (2025 - 2030)

- The plan will be presented to and approved by the Resilience and Emergency Planning Board (REPB), which meets quarterly, and the Corporate Leadership Team.
- The plan will be maintained annually with a rigorous review every 5 years at the Resilience and Emergency Planning Board.
- Tabletop exercises will be held annually linked to plan maintenance.

Domains of the Council Response Plan*



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Objectives:

- ☐ Provide local strategic and tactical leadership for delivering council services during a pandemic.
- ☐ Identify key areas of responsibility of council services.
- ☐ Identify trigger points for escalation.
- ☐ Identify niche pandemic specific actions with usual emergency response processes.
- ☐ Highlight specific business continuity actions relevant to a pandemic.

Leadership: Definition of the process for appointing and sustaining the leadership of the response to a pandemic.

Response Structures: Template for nuances required to existing emergency response structures to adapt to a long-term, pandemic response

Proposed Timeframes for Haringey's Pandemic Plan Development/Implementation



Plan	Timeframe	Training & Exercising
Haringey's Multi-agency Pandemic Response Plan	1st draft by next Haringey Resilience Forum (June 2025)	The plan will be maintained through a desktop review once a year, and Pandemic tabletop/scenarios once every 2 years with feedback reviewed and actions agreed at Haringey Resilience Forum.
Haringey's Council Pandemic Response Plan	1st draft to first REPB of 2025-26 (April 2025), with consultation ready for July meeting (for sign-off/approval)	The plan will be maintained annually because of the severity of the pandemic risk. Following the plan, training will be provided to the relevant services, with a tabletop exercise to validate the plan and training. Training and tabletop exercises will be scheduled every 2 years after.

How and when would the plans be activated?

- Following guidance from UK Government, i.e. National Declaration of a Pandemic
- Council's Emergency plan is triggered (sets out Gold/Silver/Bronze action)
- Pandemic Preparedness Plans will be activated alongside inter-related plans held by Emergency Planning & Resilience Team, Council's Mass Fatalities Plan, Excess Deaths Plan etc.
- Supported by wider NCL/London strategic emergency response structures

Other considerations/ Support from Scrutiny Board members

- Once plans drafted should be taken as an item to Oversight & Scrutiny board
- Any questions on the general approach to preparedness i.e. lessons learned/plan development?
- Looking at the domains of the multi-agency plan led by Public Health, any questions/anything that needs to be captured that isn't?
- Do you have any other feedback on strengths and areas of improvement for our focused areas? Vaccinations, reducing spread of infections, engaging and supporting with communities