



Pandemics and Infection Control:
Meeting Tomorrow's Threats and Challenges Today

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Minimising the Implications of a pandemic

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Metropolitan Police Service – putting pandemic planning in context

Large and diverse organisation

- Largest Category 1 Responder under CCA
- Responsible for Policing Greater London (plus national responsibilities)
 - Area of 607 sq miles
 - Population in excess of 8.17 million
- 51,300 employees (including Specials)
- Annual Budget £3 Bn
- Services delivered through 90+ Business Units



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Metropolitan Police Service - Operational response to a pandemic

- Outward Facing - Operational and Emergency Planning
 - Changing demands on services as a result of the virus
 - Changes to the way in which services are delivered to protect our people
 - Working in partnership with other organisations, ensuring that there is a coordinated response
- Inward Looking - Business Continuity Planning
 - Ensuring that critical activities can be maintained in the event of staff absences and disruption to suppliers



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Operational Impacts of a Pandemic

Operational issues

What impact will the event on the policing landscape?

Rising tide

- Impact on the way that custody is managed – need to consider separate facilities for prisoners who may be infected
- Possible increase in the number of "sudden deaths"
- Incremental reduction in staffing resources to deal with the workload (leading to prioritisation of activities and the invocation of Business Continuity arrangements)

Sudden Impact

- Potential Public Order and security issues related to the storage and distribution of anti-virals



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Business Continuity Planning within the Metropolitan Police Service

Based on maintaining 'Corporate Critical Activities'

- **Receipt of 999 calls**
- **Command and Control**
- **Response to emergency calls**
- **Maintenance of Public Order**
- **Major Incident response**
- **Crime Investigation**
- **Custody Management**
- **Criminal case progression and management**
- **Management of Operational Information and Intelligence**
- **Security and Protection**
- **Community Policing**
- **Communications and Media handling**
- **Health, Safety and Welfare of MPS staff**



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Pandemic planning within the MPS

Impact of staff absence

Consider four scenarios

- 25% staff absence
 - 40% staff absence
 - 60% staff absence
 - 80% staff absence
- How many staff would normally perform the activity?
 - What is the minimum number needed to maintain the activity?
 - What is the impact on service delivery at that level of absence?
 - Is the activity still viable at that level of absence?
 - How long can activities be sustained at that level of absence?

Pandemic planning within the MPS

Analysis of impact of staff absence

Information analysed at a business group level and then aggregated at a corporate level

At 25% absence, there would be minimal impact on service delivery and the majority of activities could be maintained for a fortnight or longer with no adverse effect

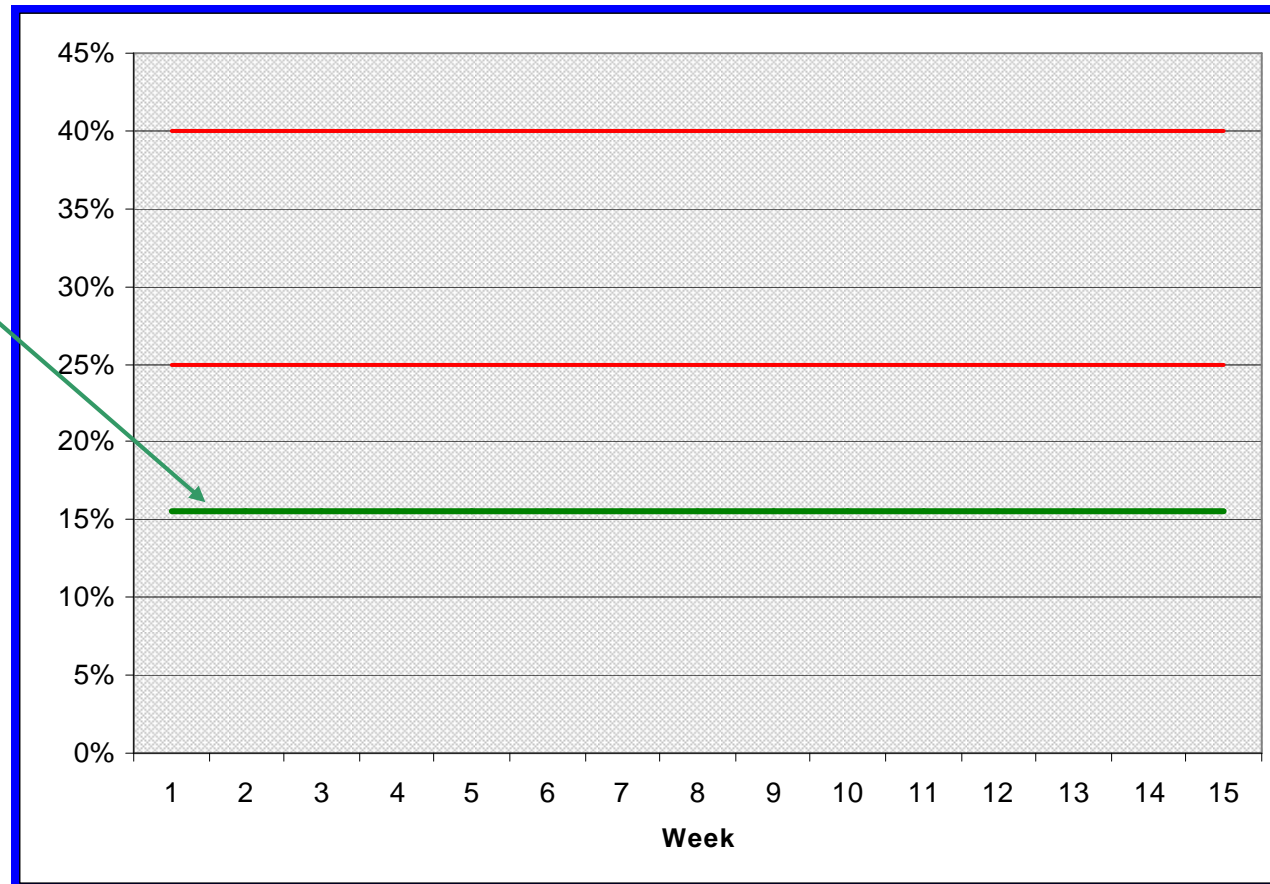
At 40% absence, there would be a noticeable impact on service delivery but the majority of activities could be maintained for about a week with no further detrimental effect

Areas of vulnerability were identified particularly in specialist areas where relatively low levels of absence could result in operational difficulties

Pandemic planning within the MPS

Analysis of impact of staff absence

Normal
'background'
level of
absence

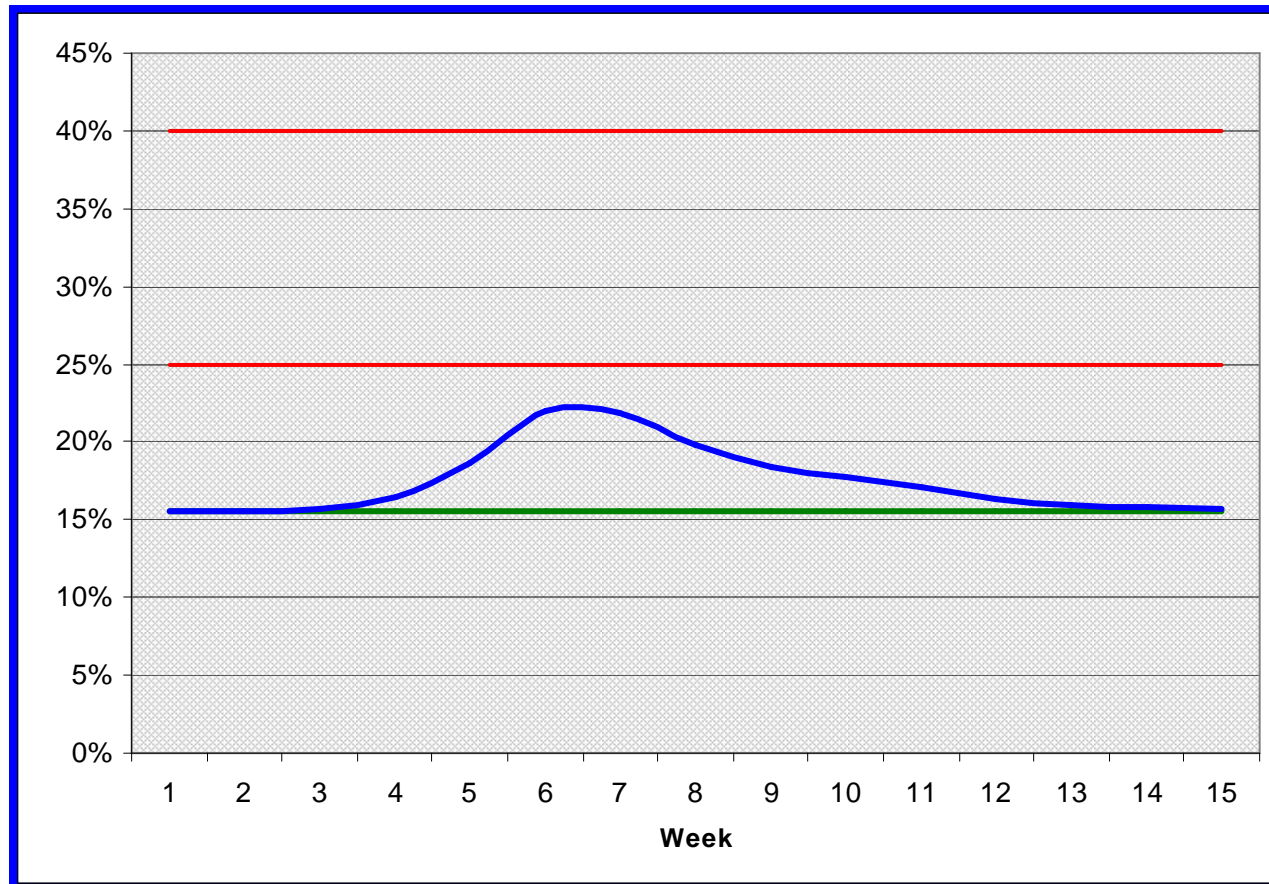


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Pandemic planning within the MPS

Analysis of impact of staff absence (based on 25% infection rate)

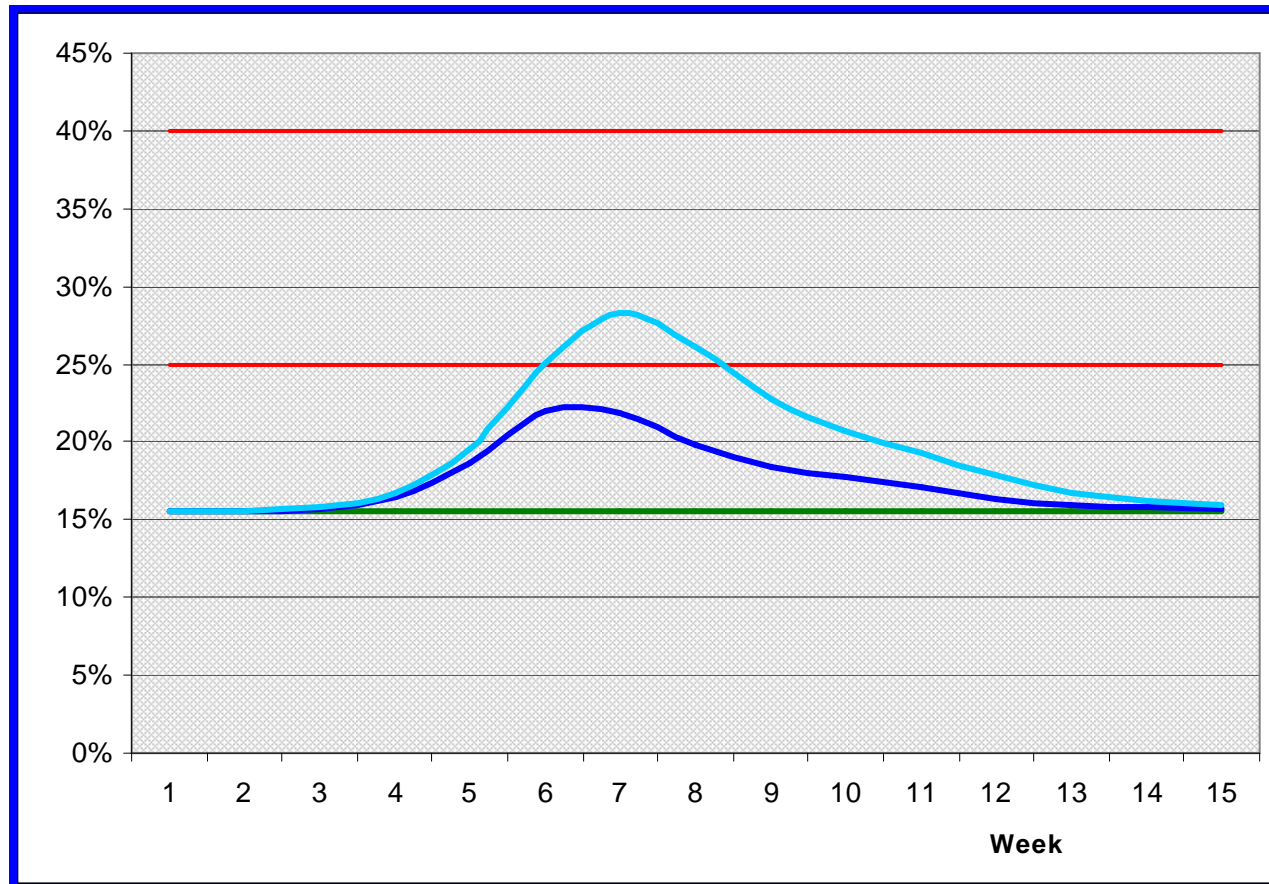


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Pandemic planning within the MPS

Analysis of impact of staff absence



But staff may take a week to recover before returning!

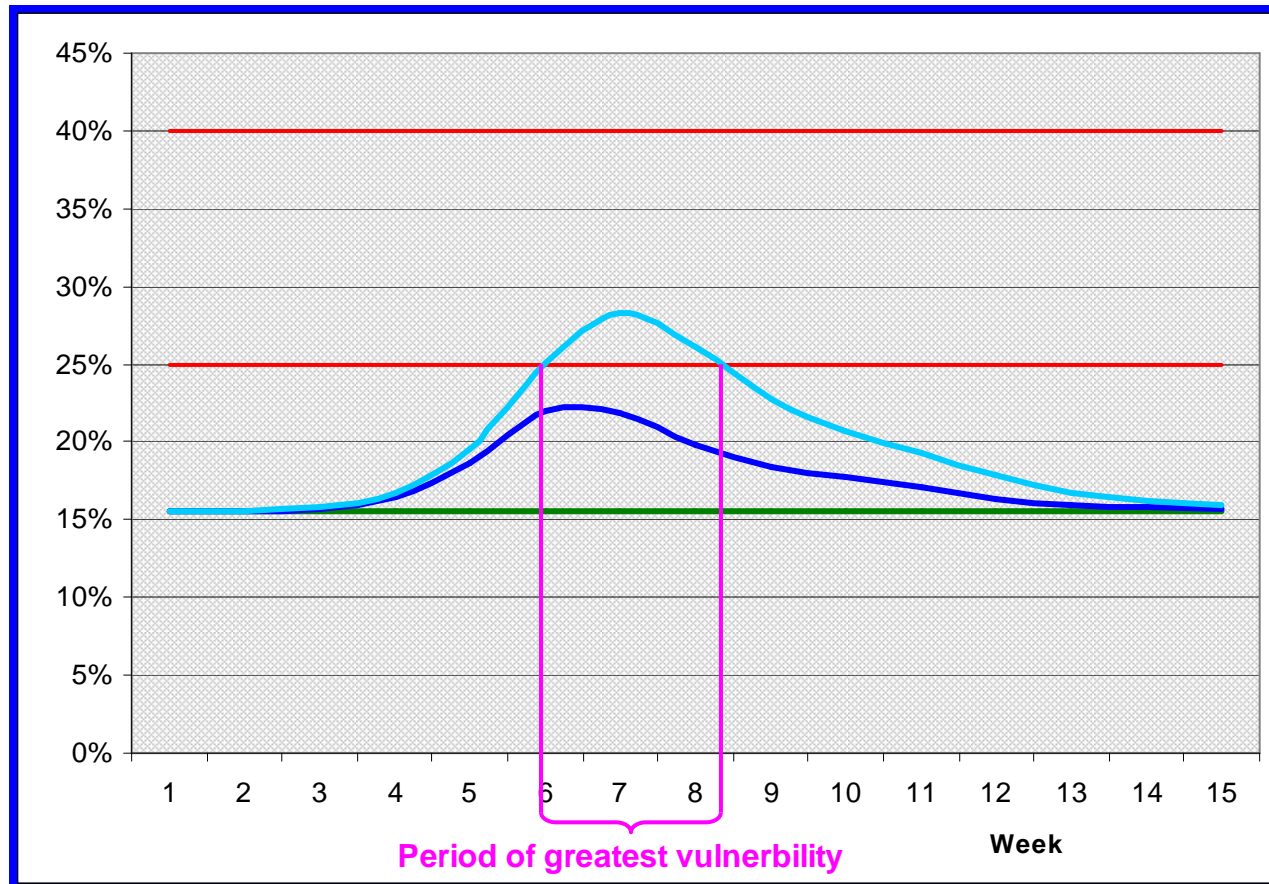


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Pandemic planning within the MPS

Analysis of impact of staff absence



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Planning for a future pandemic

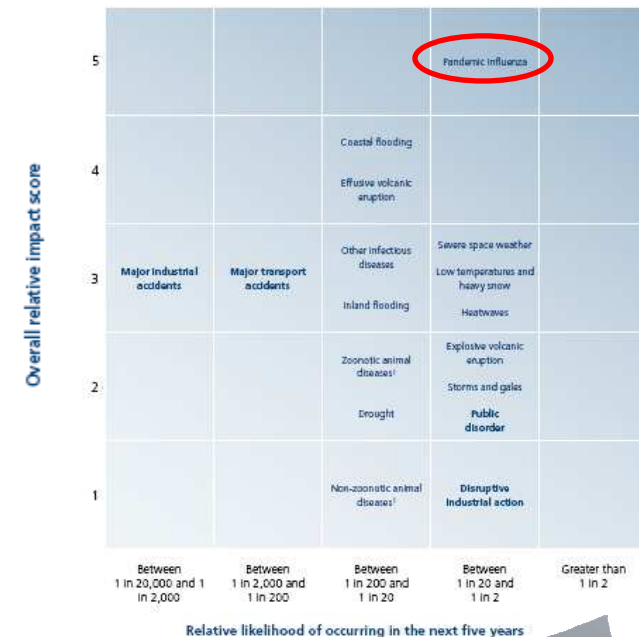
Where do we go from here?

Analysis of staff absence model and lessons learnt from H1N1 gave a large degree of reassurance.

Everything worked well and there was a minimum impact on operational service delivery

But,

- No cause for complacency, H1N1 was not as severe as previous pandemics
- Pandemic Flu is still the greatest risk on the National Risk Register
- Emerging threat of H7N9



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Minimising the impact of a future pandemic

Business continuity planning issues

Revisit the local Business Impact Assessment and Staff Absence Templates

- What are the activities that must be maintained?
- What activities can be suspended or performed to a lower level with minimal operational impact?
- What are the trigger points for making this change?
 - Can we rely upon national alert states, or should we develop local mechanisms (in partnership with 'GLA Family')
 - Extract meaningful real time information from HR sickness reporting data

Minimising the impact of a future pandemic

Operational issues to consider

Identify single points of failure in the workforce

- Invest in training to up-skill staff
- Identify staff currently engaged in non-critical activities with the necessary skills that can be re-deployed
- Maintain a skills register to allow staff to be redeployed
 - Not only operational skills (e.g. drivers, investigators etc.)
 - Also, support skills (minute takers, loggists etc.)
 - but, be aware of 'double hatting'

Develop effective mechanisms to access staff resources

- Service Mobilisation Plan for Public Order events
- 'Local' arrangements to mobilise specialist skills

Minimising the impact of a future pandemic

Operational issues to consider

Consider ways of maintaining staff numbers

- Overtime
- Cancelling/re-rostering rest days
- Altering shift patterns
- Mobilising Special Constables
- Employing temporary/agency staff
- Re-deploy staff from non-critical roles
- Identifying those officers and members of staff who have already had the virus and can be re-deployed to higher risk roles when they are fit to resume work

Minimising the impact of a future pandemic

Operational issues to consider

Identify vulnerabilities and risks to the workforce

- Small groups of specialists working in tight-knit teams
- Groups working in a confined area with face-to-face contact with the public (e.g. custody, Reception etc)
- Larger groups working in close proximity in a controlled environment (e.g control rooms, call centres etc)

Identify preventative measures to protect staff from virus

- Encourage better personal hygiene (hand washing and promoting the "Catch it, Bin it, Kill it" message)
- Enhanced cleaning regimes (hard surfaces, keyboards etc.)
- Anti-virals as a preventative measure and appropriate PPE

What to do when its all over

In the same way that you've identified the trigger points for invoking aspects of your pandemic plan, you should have a strategy for a return to normal business.

Some of the measures that you may have put in place will be expensive and you don't want to bear the cost longer than necessary.

Learn the lessons from your experience so that you are better prepared for another large-scale 'people outage'.

Remember that the threat of pandemic flu had not gone away. We have just re-entered an 'Inter-Pandemic Phase'



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It doesn't take a large leap of imagination to see that a pandemic plan can be adapted to any event that results in a significant loss of staff!!

	Staff absence (Pandemic)	Staff absence (Travel Disruption - Bad Weather or Transport Strike)	Major Incident (Flooding/COMAH site/Transport Accident)	Major Incident (Terrorism/CBRN)	Major outbreak of public disorder or civil unrest	Major Event of an extended duration (e.g. Olympics)
Receipt of '999' Calls	High	High	High	High	High	High
Command and Control	Medium	Medium	High	High	High	High
Response to Emergency Calls	High	High	High	High	High	High
Major Incident Response	Low	Low	High	High	High	Low
Crime Investigation	Medium	Medium	Medium	High	High	Medium
Management of operational Information & Intelligence	Low	Low	Medium	High	High	Medium
Maintenance of Public Order	Low	Low	Low	Medium	High	High
Custody Management	High	Medium	Medium	Medium	High	High
Security and Protection	Medium	Medium	Medium	High	High	High
Community Policing	Low	Low	High	High	Medium	Low
Criminal Case Progression and Management	Low	Low	Low	Low	High	Low
Communications and Media Handling	Low	Low	High	High	High	Medium
Health, Safety and Welfare of MPS Staff	High	Low	High	High	High	Low

Different types of event require a different response and may require a re-ordering of corporate priorities



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THE UNIVERSAL DILEMMA OF A BUSINESS CONTINUITY PLANNER

- If a potential risk does not materialise, you are accused of being the boy who cried wolf and trying to boost the importance of what you do
- If the worst comes to the worst, whatever plans you have tried to put in place will not be sufficient to meet the situation



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Thank You, and



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Thank You, and



..... Bless you!!!



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