

Cover Sheet

Trust Board Meeting in Public: Wednesday 14 July 2021

TB2021.55

Title: **Emergency Preparedness, Resilience and Response –
Annual Report July 2021**

Status: **For Information**

History: **Regular Report**

Board Lead: **Chief Operating Officer**

Author: **David Smith, Emergency Planning Officer**

Confidential: **No**

Key Purpose: **Assurance, Policy, and Performance**

Executive Summary

1. This paper provides a report on the Trust's preparedness for emergencies for 2020/21.
2. The report discusses the planning progress over the past year, looks at the training and exercising programme, and gives a summary of instances in which the Trust has had to respond to extraordinary circumstances.
3. Divisional progress on developing and updating service continuity plans requires ongoing focus. A programme to improve the plans is in place. This work stream has been interrupted due to the Covid-19 response.

Recommendations

4. The Trust Board is asked to accept and endorse this report and approve the revised EPRR Policy and Plans.

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Emergency Preparedness, Resilience and Response – Annual Report July 2021

1. Purpose

- 1.1. This paper provides a report on the Trust's emergency preparedness to meet the requirements of the Civil Contingencies Act (2004) and the NHS England Emergency Preparedness, Resilience and Response Framework (EPRR) 2015.
- 1.2. The Trust has a mature suite of plans to deal with Major Incidents and Business Continuity issues. These conform to the Civil Contingencies Act (2004) and current NHS-wide guidance. All plans have been developed in consultation with regional stakeholders to ensure cohesion with their plans.
- 1.3. The paper reports on the training and exercising programme, the EPRR reporting programme, and the development of emergency planning arrangements and plans. The report gives a summary of instances in which the Trust has had to respond to extraordinary circumstances.

2. Background

- 2.1. The Civil Contingencies Act (2004) outlines a single framework for civil protection in the United Kingdom. Part 1 of the Act establishes a clear set of roles and responsibilities for those involved in emergency preparedness and response at the local level. As a category one responder, the Trust is subject to the following civil protection duties:
 - assess the risk of emergencies occurring and use this to inform contingency planning.
 - put in place emergency plans.
 - put in place business continuity management arrangements.
 - put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency.
 - share information with other local responders to enhance coordination.
 - cooperate with other local responders to enhance coordination and efficiency.

3. Risk Assessment

- 3.1. The Civil Contingencies Act (2004) places a legal duty on responders to undertake risk assessments and publish risks in a Local Resilience Forum Community Risk Register. The purpose of the Community Risk Register is to reassure the community that the risk of potential hazards has been assessed, and that preparation arrangements are undertaken, and response plans exist. The Trust's EPRR risk register mirrors the risks identified on the Community Risk Register that could impact human health.

4. Assurance

- 4.1. Appendix 1 details the EPRR assurance logs for 2020/21 and 2021/22 YTD. These logs detail the publication dates of key EPRR documents and activities and the dates that they are due for release or review.
- 4.2. It is recognised that several key work streams are behind schedule. These have been put on hold due to the Covid-19 response. Work is currently underway to address these. Further, it is noted that the Trust is due for a communication exercise. This is regionally run and has not been scheduled yet due to the Covid-19 response.

5. Audits

- 5.1. In August 2020, Oxfordshire Clinical Commissioning group (OCCG) and NHS England undertook an audit of the Trust's EPRR arrangements, which took the form of a self-assessment audit. The report noted that planning was in line with the national core standards for EPRR. The audit highlighted two areas for improvement:
- Training and exercising of plans could be improved. This particularly highlighted key on-call staff that would form the Incident Coordination Centre and loggists. This is an ongoing action due to staff turnover.
 - Compliance with the Data Security Protection Toolkit. This workstream was placed on hold nationally due to the Covid-19 response. OUH is compliant in most areas and is actively working with NHS Digital to address those areas where we are not yet fully compliant.
- 5.2. In May 2019, SCAS undertook an audit of our capabilities to respond to incidents involving contaminated casualties. The audit found that the Trust was well equipped to respond to such incidents; however, the training of reception staff could be improved. A training programme has been put in place; however, this has been postponed due to the Covid-19 response. Work to reinvigorate the training programme is currently underway. SCAS are due to re-audit the Trust in the next few months.

6. Partnership Working

- 6.1. The Trust works in collaboration with a range of partner agencies through formal standing meetings and ad hoc arrangements. Formal committees of which the Trust is a member include the Thames Valley Local Health Resilience Partnership (Executive and Business Groups) and the Oxfordshire Resilience Group. The Trust is also represented at several subgroups of the Thames Valley Local Resilience Forum. The purpose of these groups is to ensure that effective and coordinated arrangements are in place for NHS emergency preparedness and response in accordance with national policy and direction from NHS England.

7. Debriefing from Live Events and Exercises

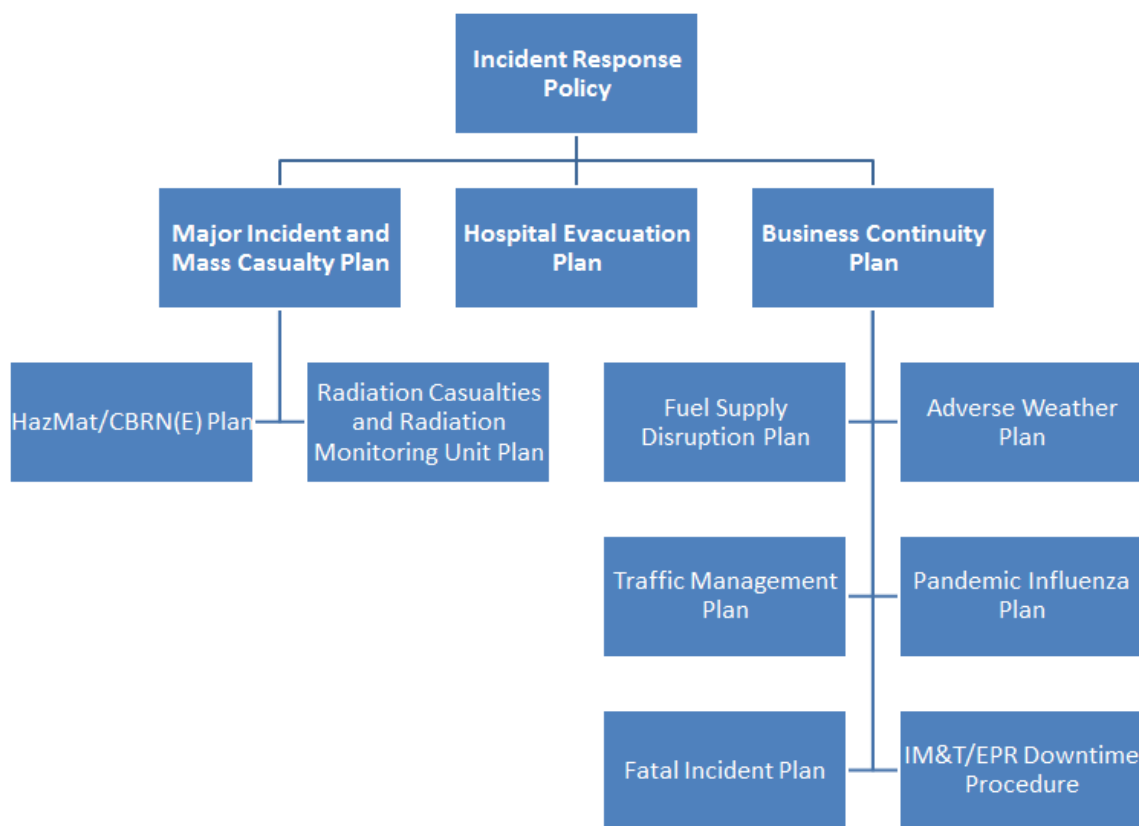
- 7.1. Following live events and exercises, debriefs are undertaken to capture learning points. Lessons identified from live events and exercises are subsequently incorporated into major incident and business continuity plans and are shared with partner organisations.

8. Communications

- 8.1. Communication is critical in dealing with any adverse incident. An exercise series, named 'Exercise Talk Talk', simulates a major incident communications cascade. The last exercise was held in November 2020. A further exercise, coordinated by NHS England and SCAS is expected in the next few months.

9. Incident Response Plans

- 9.1. The Incident Response Policy outlines the structure and processes for Command and Control that will be used during a significant, business continuity, critical or major incident.
- 9.2. Version 1.1 of the Policy was released in July 2020.
- 9.3. The Incident response policy is supported by a suite of emergency preparedness plans to support the Trust in the management of untoward events. The following schematic details these plans:

Emergency Planning, Resilience and Response Plan Schematic

9.4. This suite of plans is in turn, supported by service level continuity plans. It is recognised that planning in this area is not as thorough as it should be, and a programme to improve this is currently underway. Due to the Covid-19 response, the monitoring and development of these plans was suspended to allow services to focus on responding to the pandemic. This monitoring was reinstated in July 2020. Appendix 2 shows the Divisions progress on their Service Continuity Plans.

10. Policy Review

- 10.1. The Trust Board is requested to approve the following policies as part of the annual review process.
- 10.2. Following a review of the Trust Incident Response plans, the suite of plans has been updated, and drafts posted to the intranet for comments¹. The deadline for comments is 30 June 2021.

¹

<http://ouh.oxnet.nhs.uk/EmergencyPlanning/Document%20Library/Forms/AllItems.aspx?RootFolder=%2fEmergencyPlanning%2fDocument%20Library%2fDraft%20Next%20Versions&FolderCTID=0x010100B8D667E6D53D4008BD59E0D3C18CDFE0002AE606AEDB29F94AA21DD6A203BF9A8A&View=%7bB91A3C86%2dC9D8%2d41E8%2d985D%2dD44918773D05%7d>

- 10.3. All of the plans have been updated to reflect the current Trust structure and further minor amendments with the exception of the Pandemic Influenza Plan. This plan has been extensively updated with learning from the response to the Covid-19 pandemic.

11. Training, Exercising and Testing

- 11.1. The Trust has a rolling training programme along with a programme of live, table-top, command post and communications exercises. The exercises are designed to test and develop our plans. The Trust is required to hold the following:
- Communications exercise – minimum frequency – every six months
 - Table-top exercise – minimum frequency – every 12 months
 - Live play exercise – minimum frequency – every three years
 - Command post exercise – minimum frequency – every three years
- 11.2. If an organisation activates their Incident Coordination Centre in response to a live incident, this replaces the need to run an exercise, providing lessons are identified and logged and an action plan developed. The live events detailed in section 12
- 11.3. Appendix 3 details the training and exercises undertaken from April 2020 to June 2021.
- 11.4. It should be noted that several training, exercising and testing events have been cancelled due to the Covid-19 response. The Trust events will be rescheduled at an appropriate time.
- 11.5. Whenever possible, the Trust strives to ensure that our testing is held in a multi-agency context. This is to provide familiarisation with other organisations and to assist with benchmarking our response with our partners. Exercises provide invaluable insight into the operationalisation of our plans and important information regarding the areas of the plans that require further development. In addition to these, a rolling programme of service-level major incident and business continuity exercises has taken place. The need for improvement in the level of service-level training and exercising is recognised, and a programme to achieve this is in place (currently paused due to the Covid-19 response). A rolling programme of Decontamination Training for ED staff is in place and four loggist training sessions have been held. Finally, the Managing the Health Response to Incidents courses have continued to be held over the year for On-Call Duty Executives, Duty Managers, General Managers, Operational Services Managers, Matrons and Service Managers.

- 11.6. Due to the Covid-19 response very few regional exercises have been held or planned for. However, as the situation improves there are several exercises that have been delayed due to the Covid-19 response that are likely to be rescheduled. Similarly, the internal programme of exercises is now being restarted. At the national level a tabletop Burns exercise was held, and regionally a cyber security exercise held. See Appendix 3 for details.
- 11.7. As required by the EPRR Core Standards, all corporate-level training and exercising is based on and referenced to the National Occupation Standards for Civil Contingencies.

12. Live Events

- 12.1. The year, 2020/21 has been dominated by the response to the Covid-19 pandemic. The Trust is currently still responding to the pandemic; however, three debrief reports have been held to capture learning from the response. The full debrief reports are held on the Trust Intranet:
- [May 2020 Debrief](#)
 - [August 2020 Debrief](#)
 - [April 2021 Debrief](#)
- 12.2. In October 2021, the Trust responded to an RTC involving a number of paediatric cases. The debrief report highlighted excellent teamwork, strong command and control, and that the overall plan worked well. There were areas for improvement and learning; namely, the high percentage of paediatric cases prompted a review of the equipment held in the department. The challenges of responding to an incident of this nature under Covid-19 PPE requirements were noted as particularly challenging.

13. Conclusion

- 13.1. The past year has seen good developments in the Trust's resilience arrangements; however, more work is required at the service level to achieve full resilience.
- 13.2. The Trust should be undertaking a more detailed and comprehensive training and exercising programme; however, this requires resourcing.

14. Recommendations

- 14.1. The Trust Board is asked to:

- accept and endorse this report.
- approve the revised EPRR Policies.

Appendix 1 – Emergency Preparedness, Resilience and Response Assurance Log – 2020/21 and 2021/22 YTD
Information as at 16/6/20.

2020/21																		
Group	Valid	Valid Period			Date Approved/Sent													
		(Months)	Review Date	2019/20	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2020	2021	2021	2021
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
1 POLICIES																		
Incident Response Policy	TME/Trust Board	✓	12	07/2021	22/07/19											04/07/20		
Major Incident and Mass Casualty Plan	TME/Trust Board	✓	12	07/2021	22/07/19											04/07/20		
HazMat and CBRNe Plan	TME/Trust Board	✓	12	07/2021	22/07/19											04/07/20		
Radiation Casualties and Radiation Monitoring Unit Plan	TME/Trust Board	✓	12	07/2021	22/07/19											04/07/20		
Business Continuity Plan	TME/Trust Board	✓	12	07/2021	22/07/19											04/07/20		
Pandemic Influenza Plan	TME/Trust Board	✓	12	07/2021	22/07/19											04/07/20		
Fuel Supply Disruption Plan	TME/Trust Board	✓	12	07/2021	22/07/19											04/07/20		
Traffic Management Plan	TME/Trust Board	✓	12	07/2021	22/07/19											04/07/20		
Adverse Weather Plan	TME/Trust Board	✓	12	07/2021	22/07/19											04/07/20		
Fatal Incident Plan	Health and Safety Committee	✓	12	07/2021	22/07/19											04/07/20		
Hospital Evacuation Plan	TME/Trust Board	✓	12	07/2021	22/07/19											04/07/20		
RAMP Plan	COO	✗	48	10/2020	30/10/17													
HCID Plan	TME/OXMID	✗	12	03/2021	27/02/20													
2 RISK REGISTER																		
Risk Register Review		✓	12	09/2021	04/09/19											22/09/20		
3 REPORTING																		
Annual TME Report	TME	✓	12	07/2021	17/07/19											04/07/20		
Annual Trust Board Report	Trust Board	✓	12	07/2021	24/07/19											04/07/20		
Directorate Board Report	Directorate Management Team	✓	1	04/2021	01/03/20	01/04/20	On hold due to Covid-19 resp		02/07/20	06/08/20	03/09/20	01/10/20	05/11/20	01/12/20	04/01/21	02/02/21	08/03/21	
Monthly Divisional Teams Report	Divisional Teams	✓	1	04/2021	01/03/20	01/04/20	On hold due to Covid-19 resp		02/07/20	06/08/20	03/09/20	01/10/20	05/11/20	01/12/20	04/01/21	02/02/21	08/03/21	
Health & Safety Committee Report		✓	2	04/2021	28/02/20	21/04/20				06/08/20							02/02/21	
4 AUDITS																		
EPRR Core Standards Self-Assessment Audit	TME and CCG	✓	12	11/2021	20/07/19					On hold due to Covid-19 resp			28/10/20					
SCAS CBRN Audit	SCAS	✗	12	05/2020	15/05/19					On hold due to Covid-19 resp								
CBRN Equipment Audit	EPRR Group	✓	3	04/2021	17/03/20					01/06/20			08/10/20				16/01/21	
4 TRAINING																		
Communications Exercise	EPRR Group	✗	6	05/2021	14/09/19					On hold due to Covid-19 resp					24/11/20			
Table Top Exercise	EPRR Group	✗	12	11/2020	13/11/19													On hold due to Covid-19 resp
Live Exercise	EPRR Group	✓	36	02/2024	13/11/19					01/05/20	02/06/20						02/02/21	
Biannual Business Continuity Scenario Training	EPRR Group	✓	6	04/2021						On hold due to Covid-19 resp			05/10/20					
Front of House JESIP IOR	EPO	✗	12	01/1901						On hold due to Covid-19 resp								On hold due to Covid-19 resp
ED Staff JESIP IOR and Decontamination	EPO	✓	12	02/2022	20/08/19							18/08/20		26/11/20	01/12/20	21/01/21	02/02/21	
ED Front of House JESIP IOR	EPO	✓	12	11/2021	17/11/20													
Security Front of House JESIP IOR	EPO	✗	12	01/2021	07/01/20													On hold due to Covid-19 resp

2021/22

Group	Valid	Valid Period	Review Date	Date Approved/Sent												
				2020/21	2021	2021	2021	2021	2021	2021	2021	2021	2021	2022	2022	2022
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
1 POLICIES																
Incident Response Policy	TME/Trust Board	✔	12	07/2021	04/07/20											
Major Incident and Mass Casualty Plan	TME/Trust Board	✔	12	07/2021	04/07/20											
HazMat and CBRNe Plan	TME/Trust Board	✔	12	07/2021	04/07/20											
Radiation Casualties and Radiation Monitoring Unit Plan	TME/Trust Board	✔	12	07/2021	04/07/20											
Business Continuity Plan	TME/Trust Board	✔	12	07/2021	04/07/20											
Pandemic Influenza Plan	TME/Trust Board	✔	12	07/2021	04/07/20											
Fuel Supply Disruption Plan	TME/Trust Board	✔	12	07/2021	04/07/20											
Traffic Management Plan	TME/Trust Board	✔	12	07/2021	04/07/20											
Adverse Weather Plan	TME/Trust Board	✔	12	07/2021	04/07/20											
Fatal Incident Plan	Health and Safety Committee	✔	12	07/2021	04/07/20											
Hospital Evacuation Plan	TME/Trust Board	✔	12	07/2021	04/07/20											
RAMP Plan	COO	✘	48	10/2020	30/10/17											
HCID Plan	TME/OXMID	✘	12	03/2021	27/02/20											
2 RISK REGISTER																
Risk Register Review		✔	12	09/2021	22/09/20											
3 REPORTING																
Annual TME Report	TME	✔	12	07/2021	04/07/20											
Annual Trust Board Report	Trust Board	✔	12	07/2021	04/07/20											
Monthly Divisional Teams Report	Divisional Teams	✔	1	07/2021	08/03/21	04/04/21	05/05/21	07/06/21								
Health & Safety Committee Report		✔	2	06/2021	02/02/21	19/04/21										
4 AUDITS																
EPRR Core Standards Self-Assessment Audit	TME and CCG	✔	12	11/2021	28/10/20											
SCAS CBRN Audit	SCAS	✘	12	05/2020	15/05/19											
CBRN Equipment Audit	EPRR Group	✔	3	06/2021	28/03/21											
4 TRAINING																
Communications Exercise	EPRR Group	✘	6	05/2021	24/11/20											
Table Top Exercise	EPRR Group	✔	12	05/2022	13/11/19		04/05/21									
Live Exercise	EPRR Group	✔	36	02/2024	02/02/21											
Biannual Business Continuity Scenario Training	EPRR Group	✘	6	04/2021	05/10/20											
Front of House JESIP IOR	EPO	✘	12	01/1901												
ED Staff JESIP IOR and Decontamination	EPO	✔	12	04/2022	02/02/21	01/04/21										
ED Front of House JESIP IOR	EPO	✔	12	11/2021	17/11/20											
Security Front of House JESIP IOR	EPO	✘	12	01/2021	07/01/20											

Appendix 2 – Service Continuity Plan Status

Information as at 16/6/20.

Division	Service	SCP Release Date	Date of SCP Test	Status
Corporate	Estates	21 Aug 13	15 Jun 21	Red
Corporate	Finance	07 Jan 21	24 Jun 20	Green
Corporate	HR	26 May 15	24 Jun 20	Red
Corporate	IM&T	28 Mar 18	15 Jun 21	Red
Corporate	Media and Communications	31 Aug 16	24 Jun 20	Red
Corporate	Procurement	26 Jan 10	24 Jun 20	Red
CSS	AICU/CICU	18 Mar 21	24 Jun 20	Green
CSS	Cellular Pathology	31 Mar 21	24 Jun 20	Green
CSS	Clinical Biochemistry	09 Jun 21	15 Jun 21	Green
CSS	Genetics Laboratories	30 Nov 20	24 Jun 20	Green
CSS	Laboratory Haematology	31 May 21	15 Jun 21	Green
CSS	Laboratory Immunology	31 Dec 20	07 Jan 21	Green
CSS	Microbiology	30 Nov 19	24 Jun 20	Orange
CSS	Pain Relief	03 Feb 21	24 Jun 20	Green
CSS	Pharmacy	08 Dec 20	24 Jun 20	Green
CSS	Pre-operative Assessment Service	20 Apr 21	24 Jun 20	Green
CSS	Radiology	09 Dec 20	08 Dec 20	Green
CSS	Resus Department	31 Mar 21	24 Jun 20	Green
CSS	Sterile Services Department	19 Apr 21	24 Jun 20	Green
MRC	AMR - HG	31 Jan 21	24 Jun 20	Green
MRC	AMR - JR	30 Sep 20	24 Jun 20	Green
MRC	AMR AAU and AOT - JR	30 Sep 20	24 Jun 20	Green
MRC	Cardiothoracic	01 Mar 21	24 Jun 20	Green
MRC	Clinical Genetics	30 Sep 20	24 Jun 20	Green
MRC	Clinical Immunology	30 Sep 20	24 Jun 20	Green
MRC	Dermatology	19 May 15	24 Jun 20	Red
MRC	Diabetes and Endocrinology (OCDEM)	30 Oct 20	24 Jun 20	Green
MRC	Horton ED	15 Jun 21	24 Jun 20	Green
MRC	Infectious Diseases	28 Feb 21	24 Jun 20	Green
MRC	JR ED	09 Mar 20	24 Jun 20	Orange
MRC	Occupational Therapy	08 Sep 20	24 Jun 20	Green
MRC	OCE	30 Oct 20	24 Jun 20	Green
MRC	OCE SDS	30 Oct 20	24 Jun 20	Green
MRC	Physiotherapy	08 Sep 20	24 Jun 20	Green
MRC	Respiratory Medicine	30 Sep 20	24 Jun 20	Green
MRC	Sexual Health and Colposcopy	29 Sep 20	24 Jun 20	Green
NOTSSCaN	Community Neurology	22 Oct 19	24 Jun 20	Orange
NOTSSCaN	Horton Paediatrics	31 Aug 19	24 Jun 20	Orange
NOTSSCaN	JR Paediatrics	31 Aug 19	24 Jun 20	Orange
NOTSSCaN	Neurosciences	31 Aug 19	24 Jun 20	Orange
NOTSSCaN	Newborn Care Unit	31 Aug 19	24 Jun 20	Orange
NOTSSCaN	NOC Site - G4S (External Org -> Annual review only)	31 Aug 19	N/A	Orange
NOTSSCaN	NOC Site - Inpatient Wards	31 Aug 20	24 Jun 20	Green

	NOC Site - Orthopaedic Directorate			
NOTSSCaN	Management Team	31 Jul 20	24 Jun 20	
NOTSSCaN	NOTSSCaN Theatres	03 Sep 20	24 Jun 20	
NOTSSCaN	Orthotics	31 Aug 20	24 Jun 20	
NOTSSCaN	Outpatients/POAC	31 Aug 20	24 Jun 20	
NOTSSCaN	Prosthetics	24 Feb 20	24 Jun 20	
NOTSSCaN	Specialist Surgery	01 Sep 19	24 Jun 20	
NOTSSCaN	Theatres - Orthopaedics	18 Aug 20	24 Jun 20	
NOTSSCaN	Therapies - Orthopaedics	31 Aug 20	24 Jun 20	
NOTSSCaN	Trauma	31 Aug 19	24 Jun 20	
Operations	18 Week Office	31 Jul 20	24 Jun 20	
Operations	Blood Safety and Conservation	02 Oct 19	24 Jun 20	
Operations	Operational Management	30 Jun 20	24 Jun 20	
Operations	Service Improvement and Development		24 Jun 20	
Operations	Telecommunications	09 Feb 15	24 Jun 20	
SWO	Churchill Theatres	20 Feb 20	24 Jun 20	
SWO	Endoscopy	18 Nov 20	24 Jun 20	
SWO	Gynaecology	30 Nov 20	24 Jun 20	
SWO	Haemodialysis	30 Nov 20	24 Jun 20	
SWO	Katherine House Hospice	01 Apr 21		
SWO	Maternity and Obstetrics	30 Nov 20	24 Jun 20	
SWO	Medical Physics & Clinical Engineering	06 May 21	24 Jun 20	
SWO	Oncology & Haematology	30 Nov 20	24 Jun 20	
SWO	Oxford Haemophilia and Thrombosis Centre	23 Apr 21	24 Jun 20	
SWO	Radiotherapy	01 May 20	24 Jun 20	
SWO	Renal, Transplant and Urology	31 Jan 21	24 Jun 20	
SWO	Surgery	28 Nov 20	24 Jun 20	

- Plan review or test date over 2 years old or no plan/plan not tested = Red
- Plan not reviewed in past 12 months or plan not tested in past 12 months = Amber
- Plan ratified, tested and reviewed in past 12 months = Green

Appendix 3 – Exercising Programme 2020/21 and 2021/22 YTD

Year	Month	Exercise Name/Details	Type	Description	Led by	Target audience	Completed with	Debrief Notes
2020	05/10/2020	Business Continuity Scenario Training for DE/DM	Table Top	Business Continuity and Major Incident Exercise for Emergency Response	EPO	OUH Strategic and Tactical Officers	OUH Strategic and Tactical Officers	N/A
2021	23/03/2021	Exercise for Emergency Response Plan for Cowley Battery Storage Site (CBSS)	Table Top	Plan for Cowley Battery Storage Site (CBSS)	EDF	LRF Responders	LRF Responders	N/A
2021	04/05/2021	Oxfordshire Cyber Security Exercise	Table Top	Cyber Security Exercise	NHS E	NHS E and Providers	NHS E and Provides	Local actions in development.
2021	11/05/2021	Managing the Health Response to Incidents for Unit Managers	Workshop	Managing the Health Response to Incidents	EPO	Unit Managers	Unit Managers	N/A
2021	27/05/2021	Exercise Comet, National Burns Exercise	Table Top	Burns Mass Casualty Exercise	Burns Network	Burns Network	Burns Network	Awaited