



Llywodraeth Cymru  
Welsh Government

## HEALTH EMERGENCY PLANNING ANNUAL REPORT FOR 2023

Name of NHS Organisation

Public Health Wales

Date

19<sup>th</sup> January 2024

Signature of Chief  
Executive Officer

### PLANNING AND PREPARATION

1. Please provide the name and position of your nominated Executive level lead for civil contingency/emergency preparedness arrangements.

Professor Fu-Meng Khaw National Director, Health Protection and Screening Services -Executive Medical Director

2. Please provide the name and position of your nominated Executive level business continuity lead if different from the above.

3. Please provide the name and position of your officer(s) who has lead day to day responsibilities for your civil contingencies/emergency preparedness arrangements and, if different, the name and position of the officer with day-to-day responsibility for your business continuity arrangements.

- Andrew Jones: Deputy Director of Health Protection and Screening Service
- Huw Williams: Head of Emergency Preparedness Resilience and Response (EPRR)
- Daniel Rixon: EPRR Manager
- Cameron Muir: EPRR Officer
- Samantha Smith: EPRR Support Officer

4. Please provide the name and position of the officer in your organisation responsible for PREVENT activities (normally delivered as part of Safeguarding)

- Claire Birchall: Interim Executive Director of Quality, Nursing and Allied Health Professionals.
- Donna Newell: Named Lead for Safeguarding, Quality, Nursing and Allied Health Professionals

**5. When was your business continuity arrangements for maintaining critical services last considered and adopted by your Executive Board?**

The revised PHW Business Continuity Strategy, Impact Analysis and Plan Templates were approved by the Emergency Planning and Business Continuity Group on the 18<sup>th</sup> of May 2021.

Services undertook a review of their Impact Analyses and Business Continuity Plans in December 2023 as mitigation for the BMA Wales Industrial Action impacting on the organisation's critical services. Activity is reported through the Emergency Planning and Business Continuity Group and Business Executive Team.

The annual report detailing the EPRR activity at PHW was last received via the following governance route:

Group	Date
Emergency Planning and Business Continuity (EPBC) Group:	10.01.23
Health Protection Screening Services Directorate Management Team (HPSS DMT):	Virtually approved, ratified 25.01.23
Business Executive Team (BET):	16.01.23
Quality, Safety and Improvement Committee (QSIC)	15.02.23

A recent audit conducted by NHS Wales (NWSSP) Audit and Assurance Services objectively considered whether continuity and recovery management plans, which meet the business requirements, have been established and are regularly tested and assessed for effectiveness.

In reporting its findings, NWSSP Audit and Assurance Services 'consider that the Trust's continuity and recovery process to be well developed and used, and subject to regular test and review', and provides substantial assurance.

As part of the programme's annual assurance, the annual report detailing the EPRR activity at PHW will be received via the following governance route:

Group	Date
Emergency Planning and Business Continuity (EPBC) Group:	19.01.24
Health Protection Screening Services Directorate Management Team (HPSS DMT):	24.01.24
Business Executive Team (BET):	07.02.24
Quality, Safety and Improvement Committee (QSIC)	22.02.24

**6. Do your business continuity arrangements include response arrangements for maintaining critical services in the event of a major power outage.**

YES  NO

**7. Do your business continuity arrangements include written procedures for responding to a cyber-attack/ICT incident impacting across the organisation.**

YES  NO

8. Does your organisation have written procedures that may be needed to respond to a change in threat level to critical?

YES  NO

9. When was your organisation's Lock Down arrangements last worked through or tested?

Dates	Details Of What Was Undertaken
Q3 2022	PHW EPRR & Estates team members met with Counter Terrorism Security Advisors from the Counter Terrorism Policing (CTP) Wales Team in Q3 2022, with a view to strengthening internal process and exercising arrangements.
07.09.23	In Q2 2023 (07.09.23), staff from Estates and Microbiology participated in a suspect package exercise in Wrexham to consider the response (arrangements) required by PHW in this scenario.
13.10.23	In Q3 of 2023 (13.10.23), EPRR working with Estates and Communications delivered and information brief to all staff with a <a href="#">stay SAFE reminder</a> .

## MAJOR INCIDENT/EMERGENCY PLAN(S)

10. When was your Major Incident/Emergency Plan(s) last considered and formally adopted by your Executive level Board?

Version three of the Public Health Wales Emergency Response Plan was approved in a private session of the Public Health Wales Board on 25<sup>th</sup> May 2023.

It describes the organisation's roles and responsibilities in response to an emergency or major incident, as well as providing a framework for its activation and deactivation arrangements, command and control structures, and recovery arrangements.

**NB.** Throughout quarters three and four of 2022/23, a comprehensive review of the document was undertaken to ensure that Public Health Wales continues to meet its statutory obligations under the Civil Contingencies Act 2004 (CCA) in maintaining an Emergency Response Plan which is fit for purpose.

The review considered the incorporation of appropriate lessons identified from the Public Health Wales response to COVID. It also drew upon the valuable experiences of internal and external stakeholders across Wales and the UK as part of the process.

11. When was your Major Incident/Emergency Plan(s) last updated to reflect any organisational changes and essential plan contacts updated?

The Public Health Wales Emergency Response Plan was last updated in Spring 2023 in advance of version three being approved in a private session of the Public Health Wales Board on 25<sup>th</sup> May 2023.

The Public Health Wales Emergency Response Telephone Directory was last updated in Q4 2023/24 (19/01/24).

12. Do you have resilient activation systems, action cards and suitably trained and equipped staff to provide for a 24-hour emergency response?

YES  NO

If NO, what are the gaps and how are these being addressed?

13. Do your emergency planning arrangements take account of any roles or responsibilities placed on your organisation as set out in the “Mass Casualty Incident Arrangements for NHS Wales” document, agreed by Chief Executives?

YES  NO

If NO, what are the gaps and how are these being addressed?

14. Does your organisation have robust arrangements for reviewing emergency plans that take account of lessons from incidents and exercises (including following the process set out in the NHS Wales Lessons Identified Register)?

YES  NO

## TRAINING, TESTING & IMPLEMENTING ARRANGEMENTS

15. Please provide the dates when your organisation tested its emergency plans, as required, through:

a. Carrying out a communications/activation test every six months. Please provide details below

Dates	Details Of Communications/Activation Test Undertaken
Feb 23	Exercise Wales Connect: Weekday ‘In Hours’
28-30.02.23	Exercise Mighty Oak: Test notification as part of exercise.
03.04.23	WAST Major Incident Notification: Bi-annual Test
Jul 23	Exercise Wales Connect: Weekday ‘Out Of Hours’
10-11.07.23	Exercise Doll House: Test notification as part of exercise.
13.10.23	WAST Major Incident Notification: Bi-annual Test
29.11.23	Exercise Pen Y Darren: Test notification as part of exercise.
Nov 23	Exercise Wales Connect: Weekend ‘Out Of Hours’
06.12.23	WAST Major Incident Notification: Test of Everbridge alerting system.
13.12.23	Treforest Major Incident Notification: REAL INCIDENT RESPONSE

b. Carrying out a tabletop training exercise within the last year. Please provide details below

Dates	Details Of Tabletop Training Exercise
16.02.23	Exercise Lemur: Exercise LEMUR was an “exercise in a box” tabletop discussion exercise which has been constructed by the Cabinet Office to test each Local Resilience Forum’s (LRFs) local capability and preparedness for

	<p>dealing with a National Power Outage (NPO), caused by the failure of the National Electricity Transmission System (NETS).</p> <p>The aim of the exercise was to build a shared understanding of the implications for local multi-agency partner (DPLRF) organisations in responding to a failure of the National Electricity Transmission system, leading to a national power outage (NPO).</p>
<b>14.06.23</b>	<p><b>Exercise Glascoed:</b> Multi-agency exercise to raise awareness of BAE Systems, Glascoed External Emergency Plan and the response to a major incident on-site with external consequences.</p> <p>The aim of the exercise was to provide a background to BAE Systems, Glascoed, the functions and processes on site, the Control of Major Accident Hazard (COMAH) Regulations (2015) and the External Emergency Plan; and an overview of the roles and responsibilities of the main responding agencies identified in the Plan</p>
<b>26.06.23</b>	<p><b>Exercise Athena:</b> Multi-agency exercise to test the off-site plan for TATA Steel and to test multi-agency interoperability.</p> <p>The aim of the exercise was to test the off-site plan for TATA Steel as a result of its top tier status under the Control of Major Accident Hazard (COMAH) Regulations 2015.</p>
<b>07.09.23</b>	<p><b>Exercise Suspect Package:</b> Exercise to explore the multi-agency response to a suspect package at Wrexham Maelor Hospital.</p>
<b>13.09.23</b>	<p><b>Operation POET:</b> Exercise at the University Hospital of Wales in Heath Park, Cardiff to test the response to a significant power outage at site, the implementation of backup generators.</p>
<b>17.10.23</b>	<p><b>Exercise Dragon Mist:</b> Multi-agency exercise to test the off-site plan for Dragon LNG, Waterston, Dyfed Powys; and to test multi-agency interoperability.</p> <p>The aim of the exercise was to test the off-site plan for Dragon LNG, Waterston, Dyfed Powys under the Control of Major Accident Hazard (COMAH) Regulations 2015.</p>

c. Carrying out a major live or simulated exercise within the last three years. Please provide details below

<b>Dates</b>	<b>Details Of Major, Live Or Simulated Exercises Undertaken</b>
<b>03.03.20</b>	<p><b>Exercise Seren City:</b> A multi-agency table-top exercise exploring the civil contingencies response to contain an urban setting in response to COVID-19 was delivered by Public Health Wales.</p> <p>The aim was to explore the multi-agency response to a request to put an urban setting in lockdown in response to COVID-19.</p>
<b>26.06.20</b>	<p><b>Exercise Barod:</b> A multi-agency table-top exercise exploring the civil contingencies response to contain an urban setting in response to COVID-19 was delivered by Public Health Wales.</p> <p>The aim was to examine how The Communicable Disease Outbreak Plan for Wales can be used by Outbreak Control Teams, Strategic Coordinating Groups and Recovery Coordinating Groups in response to COVID-19.</p>

<b>28-30.02.23</b>	<p><b>Exercise Mighty Oak:</b> Exercise Mighty Oak was a Tier 1, national exercise exploring the impacts, response and recovery from a national power outage (NPO) in Great Britain.</p> <p>The aim of the exercise was to support the development of the national response and recovery to a NPO.</p>
<b>10-11.07.23</b>	<p><b>Exercise Doll House:</b> Multi-agency event involving a 'live' national Police Counter Terrorism Exercise largely run in the Gwent LRF area (scene was at a venue in Newport), that Gwent LRF tested and exercised the Gwent LRF SCG arrangements as part of the event.</p>
<b>21.09.23</b>	<p><b>Exercise Astral Bend:</b> Exercise Astral Bend was a Ministry of Defence-led Level 1 Nuclear Emergency Organisation (NEO) multi-agency exercise assessing MOD operational activity and focuses on the interface between the RAF Brize Norton Immediate Response Force and the Civilian Emergency Services at scene.</p> <p>Gwent LRF tested and exercised the Gwent LRF SCG arrangements as part of the event.</p>
<b>29.11.23</b>	<p><b>Exercise Pen Y Darren:</b> Exercise Pen-y-Darren was a hybrid table-top NHS Wales exercise based on a derailment of a passenger train into a static caravan park that took place on the 17th of October 2023.</p> <p>The aim of the exercise was to test the response to a Mass Casualty Incident using the Mass Casualty Incident Arrangements for NHS Wales.</p>
<b>2020 - 2023</b>	<p><b>MERIT Training:</b> The PHW EPRR team are core faculty members supporting the delivery of MERIT training in Wales supporting 5no. 'passport' courses 2022-23.</p> <p>The team also facilitated volunteer casualty coordination to MERIT recertification 6no. exercises at St Athan, Vale of Glamorgan in 2022.</p>

**16. Have you implemented any of your emergency plans in response to any other incident in 2023?**

YES  NO

a. If YES, what was the nature of the incident?

<b>13.12.23</b>	<p><b>Treforest Major Incident:</b> Following an explosion at premises in Treforest Industrial Estate. PHW established its Command, Control and Coordination (C3) structures and treated the event as an 'enhanced' incident.</p> <p><b>NB.</b> This was also a concurrent business continuity incident for PHW Screening services with a core facility directly opposite the site. Staff were unable to access their building for 72hrs, and vehicles were stuck in the car park preventing travel.</p>
<b>15-18.01.24</b>	<p><b>BMA Wales (Junior Doctor) Industrial Action:</b> PHW established its Command, Control and Coordination (C3) structures and treated the event as an 'enhanced' incident.</p>

b. Were post-event reports produced for these incidents?

YES  NO

c. If post incidents reports were produced, have these been shared with the health emergency planning network?

YES  NO

d. Have any lessons identified uploaded on the Wales NHS Lessons Identified Register?

YES  NO

**Re; YES responses to 16b & 16c;** both actions will take place once the reports have been formally approved via PHW governance process.

At PHW, recommendations are recorded on the PHW EPRR Lessons Identified Register. These are monitored by the PHW EPRR Team and progress reported through the EPBC Group.

Identified learning which is outside of the remit of Public Health Wales or has wider impact on NHS Wales is shared with partners through the agreed Governance arrangements of the NHS Wales Lessons identified database.

**NB.** The NHS Wales Lessons Identified Register was created by Daniel Rixon, EPRR Manager at PHW, and adopts the PHW process for identification and monitoring.

This is now being highlighted at 'best practice' in Wales by the NHS Wales Executive and also Welsh Government National Security and Resilience Division (NSRD); with advice being sought on how this can be adopted for Wales.

**17. Have you undertaken an assessment of staff training needs in relation to your emergency plans?**

YES  NO

If YES, please provide further information

Public Health Wales have as an EPRR Learning and Development Prospectus which details the training requirements of staff to undertake identified roles detailed in the PHW Emergency Response Plan (V.3).

**NB.** All roles are mapped against the National Occupational Standards for Civil Contingencies.

**18. Do you have a staff training programme to support your emergency plans?**

YES  NO

If YES, please provide further details e.g., number of staff trained in strategic, tactical & operational roles etc;

**EPRR figures reference related to training undertaken within the past 3yrs (1<sup>st</sup> January 2021 – 31<sup>st</sup> December 2023):**

Role	Internal	External	2021	2022	2023	Total
Wales Gold		✓	8		18	26
Wales Gold (Lite)		✓	19			19
Strategic	✓				7	
Wales Silver		✓		3	4	7
Tactical	✓			4	12	16
Operational	✓				22	
Loggist	✓				10	10
Watchkeeper	✓		4		8	12
Business Continuity	✓			7		7
Introduction to Emergencies (in person)	✓		21	14		35
Introduction to Emergencies (online)	✓			23	59	83
EPRR Response Awareness	✓				123	123
						<b>338</b>

## COMMUNICATIONS

19. Have relevant NHS organisations and partner agencies been consulted about any role they may have in your emergency plans?

YES  NO

20. Is there a mechanism for discussing and co-ordinating health emergency planning arrangements internally within your organisation?

YES  NO

If YES, please provide details of your internal mechanism for co-ordinating your emergency planning arrangements – for example: contingency/risk group structure, emergency preparedness strategy, EP work plan etc.

PHW has a long established EPBC Group which is cross-organisational, and chaired by Professor Fu-Meng Khaw National Director, HPSS, -Executive Medical Director.

Its purpose is to collectively work to an agreed annual action plan based on planning, training and exercises to address risks and lessons identified. It provides assurance and reports to the HPSS DMT, for onward reporting to BET, QSIC and Board.

The Terms of Reference (ToRs) of the EPBC Group were last agreed by members on 10<sup>th</sup> January 2023.

**NB.** The ToRs will be reviewed at the next meeting in 2024.

21. Is there a mechanism for discussing and co-ordinating your emergency planning arrangements externally with Wales NHS and with other organisations, including within the LRF area?

YES  NO

If YES, please provide further details on how this is done.

As the national public institute for Wales, PHW is a core member of the following 'regular' groups for EPRR, and represented accordingly:

Group	Representation	Frequency
UKHSA/DG Board	National Director, HPSS, Executive Medical Director.	Quarterly
UK Health Protection Committee	National Director, HPSS, Executive Medical Director.	Quarterly
UK Health Protection Oversight Group	Deputy Director, HPSS.	Quarterly
UK 4 Nations EPRR Public Health Group	EPRR Team*	Quarterly
Wales Resilience Forum	National Director, HPSS, Executive Medical Director.	Quarterly
Wales Resilience Partnership Team	Head of EPRR.	Quarterly

<b>Wales CBRN Countermeasures Group</b>	EPRR Team.	<b>Quarterly</b>
<b>Wales Risk Group</b>	EPRR Manager.	<b>Quarterly</b>
<b>NHS Wales Health &amp; Social Services Group</b>	Head of EPRR.	<b>Weekly</b>
<b>NHS Wales Emergency Planning Advisory Group</b>	EPRR Team.	<b>Quarterly</b>
<b>4no. LRF Strategic Groups</b>	Head of EPRR.	<b>Quarterly</b>
<b>4no. LRF Coordination Groups</b>	EPRR Manager.	<b>Quarterly</b>
<b>Multiple LRF Operational (T&amp;F) Groups</b>	EPRR Team.	<b>As required</b>

\*This group is chaired by the Head of EPRR, PHW.

**22. If applicable, who represents your organisation at the Local Resilience Forum meetings?**

See table above in question 21.

**ASSESSMENT**

**23. What more can be done to improve your organisation emergency preparedness arrangements?**

**Enhanced PHW EPRR Team**

Since November 2021, there has been a significant change in organisational expectation from EPRR function in addition to the discharge of its statutory functions under the Civil Contingencies Act [2004] (CCA) with:

- Extensive commitment to supporting the organisation in preparing for the Covid Inquiry.
- The review of Civil Contingencies in Wales, and the wider UK review of the CCA.
- Leadership of the 4 Nations EPRR work programme theme including joint exercising.
- System pressures such as industrial action, energy concerns, cost of living leading to intensive periods of focussed business continuity and emergency preparedness activity corporately.

In order for the EPRR function to meet extended ongoing organisational business need; in January 2023, PHW agreed to increase the established staff resource by granting approval to recruit 1no. EPRR Officer and 1no. EPRR Support Officer.

The team reached its 'new' full establishment in September 2023 and is now seeking to further strengthen PHW's presence at LRFs across Wales, enhance existing arrangements and extend the provision of internal and external training/exercising opportunities in Wales and across the UK.

**A 24/7 EPRR On-Call Service**

Changes to emergency and major incident notification processes being implemented by declaring

organisations mean current PHW arrangements to receipt these messages are beginning to fail.

Without internal change, Public Health Wales would not have continued to receive these notifications in a timely manner, potentially delaying the organisational response, and the provision of public health advice to save lives and reduce harm.

Approval was given by HPSS Directorate Management Team for a dedicated 24/7 EPRR On-Call Service. Its purpose will be to receive notifications in a timely manner, assess and relay information across the organisation, and where necessary trigger the appropriate response to collaborate with, and support partners in mitigating impact on the public.

**NB.** Target date for implementation is Q1 2024/25 (01.04.24)

#### **UK 4 Nations EPRR Collaboration (STAC)**

The UK 4 Nations EPRR Public Health Group, in reviewing advice and guidance has identified that the current UK Scientific and Technical Advisory Cell (STAC) guidance requires update and has requested UK Health Protection Committee support to recommend that this work be commenced by UK Gov (with 4 Nation involvement) as soon as possible.

#### **Revision of Communicable Disease Outbreak Plan for Wales**

During Q3/4 of 2023, PHW, at the request of Welsh Government, led a review and revision of the Communicable Disease Outbreak Plan for Wales, co-ordinating a multi-agency task and finish group supported by a number of sub-groups. It also involved engagement with a wide range of organisations, stakeholders and professionals including Local Resilience Fora.

The arrangements have been in place as a single generic plan for over 10 years. It has been used as the template for managing all communicable disease outbreaks with public health implications across Wales and has been reviewed regularly.

This latest review sought to further consolidate this single 'all disease' plan and ensure that learning from the recent Covid-19 pandemic response, external reviews of our health protection system and changes to legislation have been appropriately considered and reflected.

The final steps now are to provide a series of awareness sessions to highlight the revisions followed by a multi-agency exercise to validate the plan. This will be supported by the PHW EPRR team during Q4 of 2023/24.

### **24. Are you satisfied that your organisation is fulfilling principles required by the Civil Contingencies Act 2004 as described below?**

	YES	NO	If no, please say why
1) Assess risks to inform your contingency arrangements	X		
2) Put in place Emergency Plans	X		
3) Put in place Business Continuity Management arrangements	X		
4) Share information with other organisations to enhance co-ordination and efficiency	X		

5) Cooperate with other organisations to enhance co-ordination and efficiency	x		
6) Have appropriate arrangement to warn, inform and advise the public/others, including in an emergency	x		

**25. When submitting the completed report, please include an electronic copy of the following:**

- Your current Major Incident /Emergency Plan(s).
- An organisational chart setting out your organisation’s emergency preparedness structure.
- An organisational chart setting out your organisation’s emergency response structure.

**Completed and signed report forms with any attachments to be returned by (Nil date provided)**

**By email to:**

**Copied to:**