

NHS EMERGENCY PLANNING ANNUAL REPORT 2023/24

Name of NHS
Organisation

Public Health Wales

Date

25th June 2024

Signature of Chief
Executive Officer

Purpose

The NHS Emergency Planning Annual Report is a mechanism for providing assurance to NHS organisations, the NHS Executive and Welsh Government of the emergency planning arrangements, preparedness and resilience within organisations across NHS Wales. Boards of NHS organisations will be required to sign off the annual report prior to submission to the NHS Executive who will review reports from across the system, seeking assurance that organisations:

- Mitigate where possible the against the risks identified within the NSRA;
- Have a robust emergency plan in place for major incidents (CBRN, terrorist attacks, major power outages, high consequence infectious disease outbreaks, cyber-attacks etc);
- Have appropriate business continuity arrangements in place.
- Regularly test the efficacy of organisational plans through training and exercise; and
- Ensure staff have the appropriate training in command-and-control processes and maintain their skills and knowledge including through CPD opportunities.

Governance

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.

As above

3. Please provide the name and position of your officer(s) who has lead day to day responsibility for your civil contingencies/emergency preparedness arrangements.

Tom Fowler: Deputy National 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 your officer(s) with day-to-day responsibility for your business continuity arrangements.

As above

5. 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

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

YES NO

7. 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.

The EPRR function manages the day-to-day resilience activity for Public Health Wales. This includes the maintenance of core PHW plans and procedures, delivery of training on key roles required response to emergencies.

PHW also has 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 7th July 2023. These will be reviewed and updated at the next EPBC Group meeting scheduled for 10th July 2024

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

YES NO

Please provide further details.

The EPRR team are fully engaged with multi-agency partners across the Wales and UK resilience structures in LRFs, and indeed with partner Public Health Institutes and Government covering all hazards and all aspects of the resilience agenda (planning, training, exercising etc.)

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 National 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
Wales CONTEST Protect & Prepare Group	Head of EPRR.	Quarterly
Wales CBRN Countermeasures Group	EPRR Team.	Quarterly
Wales Risk Group	EPRR Manager.	Quarterly
Wales Learning & Development Group	EPRR Manager	Quarterly
NHS Wales Health & Social Services Group	Head of EPRR.	Weekly
NHS Wales Emergency Planning Advisory Group	EPRR Team.	Quarterly
4no. LRF Strategic Groups	Head of EPRR.	Quarterly
4no. LRF Coordination Groups	EPRR Manager.	Quarterly
Multiple LRF Operational (T&F) Groups	EPRR Team.	As required

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

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

See table above in question 08.

10. When were your business continuity arrangements for maintaining critical services last reviewed and adopted by your Board?

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

Services undertook a review of their Impact Analyses and Business Continuity Plans in February and March 2024 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.

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, an annual report detailing the EPRR activity at PHW was 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

This UPDATED version of 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:	01.07.24 (email) 16.07.24 (meeting)
Health Protection Screening Services Directorate Management Team (HPSS DMT):	09.07.24
Business Executive Team (BET):	15.07.24
Quality, Safety and Improvement Committee (QSIC)	24.07.24
PHW Board	25.07.24

11. Does your organisation's corporate risk register include any business continuity or emergency planning risks? If yes, please provide details of these specific risks and how they are managed within the organisation.

Yes. Public Health Wales has a Strategic Risk Register (SRR) and EPRR features heavily in the context of Strategic Risk 05.

The Strategic Risk Register (SRR) is the vehicle through which the Board takes assurance that it has a clear understanding of the strategic risk facing the organisation in the delivery of its strategic objectives, together with an understanding of the likelihood and the impacts if the risks are realised.

It provides assurance that any necessary actions required to mitigate those risks have been identified and are being suitably managed.

The Strategic Risk Register details the six current Strategic Risks (approved by the Board) which are the highest-level risks that could prevent the organisation from delivering on its strategic priorities.

Strategic Risk 05

Risk of: Failure to deliver excellent public health services on screening, infection, health protection and Emergency Preparedness Resilience and Response (EPRR) and comply with the Duty of Quality

Due to: Weakness in systems and processes, specialist workforce capacity and capabilities and innovative practice.

Key Strategic Objectives contributing to mitigating the risk and agreed risk appetite level:

- Supporting the development of a sustainable health and care system focused on prevention and early intervention (**Willing**)
- Delivering excellent public health services to protect the public and maximise population health outcomes (**Accepting**)

Executive sponsorship for this risk is provided by Meng Khaw, National Director of Health Protection and Screening Services, with contribution from Claire Birchall, Interim Exec Dir Quality, Nursing and Allied Health Professionals and Iain Bell, Director of Knowledge and Research.

Major Incident/Emergency Plan

12. When was your Major Incident/Emergency Plan last reviewed and considered by your Board?

Version three of the Public Health Wales Emergency Response Plan was approved in a private session of the Public Health Wales Board on 25th 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.

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

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 25th May 2023.

The Public Health Wales Emergency Response Telephone Directory which supports the arrangements was last updated in Q1 2024/25. 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; a review of the document has been scheduled for Q2 2023/24.

14. Do you have resilient activation systems, action cards and suitably trained and equipped staff to provide for a 24-hour emergency response to support your Major Incident/Emergency Plan?

YES NO

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

As above.

Terrorism

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

YES NO

17. 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 stay SAFE reminder .

18. Were any issues identified as a result and if so how has / is your organisation addressing these?

Work is always ongoing to develop and strengthen arrangements. Whilst engaging operationally (as noted above), it was identified that Public Health Wales weren't embedded in national governance structures for this workstream.

PHW has recently successfully become a member of the Wales CONTEST Protect and Prepare Board. The organisation will attend regular meetings in the future to engage with the agenda at the national level, support and ensure alignment.

Power Outage

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

YES NO

20. What are the key risks to your organisation in respect of a major power outage and how are you mitigating these? Please provide details of key vulnerable sites / facilities, how these have been assessed and dates of last assessments.

Exercise Mighty Oak - the Tier 1, national exercise exploring the impacts, response and recovery from a national power outage (NPO) in Great Britain which aimed to support the development of the national response and recovery to a NPO.

The exercise clarified the critical activities which PHW must continue to deliver - mainly microbiology services at hospitals to support lifesaving activity and some frontline health protection services. It also highlighted the importance of being co-located with multi-agency partners in this scenario.

As a result, PHW has;

- Undertaken work with critical services including Microbiology and Health Protection to understand and mitigate the impacts where practicable.
- Taken part in localised exercises (e.g. Operation POET, UHW) to further identify and mitigate single points of failure; and are using this 'learning to inform planning at similar laboratory sites in Wales.
- Developed National Power Outage Grab Bags for key 'identified' staff to hold, with a procedure to deploy to the nearest SCG and to ECCW in the event of an NPO. These bags (will) also contain the UK (CMO) agreed Public Health advice and guidance to support decision making at the local level.
- Further work is ongoing as part of surge planning to ensure that if required, we can rapidly identify internal staff able to be mobilised to support critical activities.

Mass Casualty Incidents

21. Please describe how your emergency planning arrangements fulfil the roles and responsibilities placed on your organisation as set out in the "Mass Casualty Incident Arrangements for NHS Wales" document, agreed by Chief Executives.

Public Health Wales is a member of the Wales Pre-Hospital Group and consulted with the Mass Casualty Subgroup in the development of the Mass Casualty Arrangements for Wales.

Public Health Wales' role in response (page 20) confirms that the organisations responsibilities to assess impact on population health to inform the multi-agency response and recommend measures to protect public health and mitigate the effects of the incident.

Depending on scenario, the response could also include seeking preliminary advice from specialists regarding likely symptoms of those exposed (both immediate and delayed) and the need for immediate countermeasures such as decontamination, mass chemoprophylaxis and further guidance (e.g., anti-microbial prophylaxis).

The commitment is also clearly documented in the PHW Emergency Response Plan (page 45), and details the role of the PHW Medical Director (Strategic Response Director initially out of hours)

Cyber Attack

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

YES NO

23. Has your organisation assessed the risk of a Cyber attack and identified mitigating actions for the vulnerabilities highlighted?

The organisation has recently undertaken a series of internal and NHS digital audits, with cyber and business resilience checks.

Public Health has an ongoing program of development, with recent achievements including;

- Updated Service level IT Business Continuity Plan and a Cyber Incident Response Plan.
- 2 new appointments (Lead Cyber Security Manager, Principal Data Security Specialist).
- Regular exercise of some aspects of business continuity and recovery e.g. restoration of information.
- A joint EPRR/Digital exercise is planned for 2024/2025 and is reflected in the Emergency Preparedness Resilience and Response Work Plan for 2024/2025. The exercise will focus on a cyber attack disrupting business across the whole organisation.
- Cyber security training being mandated across all staff. A briefing for cyber on-call has been provided to the executive.

Communicable Diseases and Pandemics

24. Do your business continuity arrangements include plans to respond to a new pandemic?

Business Continuity Management (BCM) process at Public Health Wales provides a strategic framework for improving organisational resilience to disruption and supports the delivery of prioritised services during incidents.

The BCM Strategy adopts the Plan-Do-Check-Act Model (PDCA) which is identified as best practice in ISO 22301 and 22313.

All Directorates and Divisions are required to complete a Business Impact Assessment (BIA), consider their activities and impacts from a loss of people, loss of information, loss of critical systems and a denial of access to premises.

Business Continuity Plans (BCPs) then draw the in key information from the BIAs to ensure plans are shaped to cover the key response activities required to mitigate the areas identified above.

BCPs cover all hazards (including pandemic), and Directorates and Divisions are expected to consider this as part of their business continuity preparedness.

25. What are the major risks in terms of your organisation's resilience / capabilities to be able to respond to a new pandemic?

- Retention of corporate memory (as staff move and/or retire) on systems and process utilised in response to the COVID-19 pandemic.
- Pace of improvement in digital infrastructure, data quality & governance processes preventing robust monitoring / analysis / modelling / epidemiology etc.
- Maintenance of key skills for staff mobilised to support critical functions across the organisation in the COVID-19 Pandemic.
- Risk that the next pandemic requires a completely different response from the organisation, requiring only a very limited reach-back to the skill sets, systems and processes adopted for COVID-19.

26. Please describe your organisation's readiness to deal with one or more patients presenting with a suspected high consequence infectious disease. Please include details of facilities, patient pathways, IP&C procedures, workforce and training.

PHW has been commissioned by WG to convene a task and finish group for HCID. The objectives of the group are:

1. Assess current capacity and capability to manage HCIDs in Wales.
2. Send a letter to Health Boards re: new HCID PPE and the importance of patient pathways, including plans to update guidance.
3. Develop updated guidance to include as an addendum to the Outbreak Control Plan. A further letter could be sent to Health Boards setting out the updated guidance.
4. Assess the need for dedicated HCID facilities in Wales, taking account of the audit of isolation facilities which is due to commence shortly.

As part of this work PHW is leading on the production of a service specification for management of HCIDs in Wales. Final report to WG will be submitted by October 2024.

CBRN

27. Do your business continuity arrangements include plans to respond to a chemical, biological or radiological incident?

Public Health Wales have detailed responsibility for the activation of Chemical, Biological, Radiological and Nuclear Countermeasures contained within Welsh Government Guidance on access to UK Reserve Stock for Major Incidents.

Public Health Wales maintains a Countermeasures Protocol for Activation. This document was recently updated in conjunction with updates made to the NHS Wales Emergency Planning Guidance: Guidance on Access to UK Reserve Stock for Major Incidents.

The intent of the PHW document is to detail the process for authorisation of the UK stockpile of countermeasures, and solely details countermeasures which Public Health Wales are responsible for deploying in the event of a deliberate or accidental release of chemical, biological, radioactive or nuclear materials.

28. What are the key risks / vulnerabilities for your organisation and how are you addressing these?

A key risk is ensuring that Consultants in Communicable Disease Control / Consultants in Health Protection, Consultant Epidemiologists and the National Director of Health Protection and Screening Services/the Executive Medical Director remain fully briefed on the document and are aware of their responsibilities and that of Public Health Wales in response.

Public Health Wales is addressing this directly with consultants to ensure that this remains part of training and awareness delivered via the Health Protection Training & Guidance Team.

Training and Exercise

29. 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

Please describe these below

As noted in question 07, the EPRR function manages the day-to-day resilience activity for Public Health Wales. This includes the maintenance of core PHW plans and procedures, delivery of training on key roles required response to emergencies.

PHW also has 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.

30. Please provide the dates when your organisation tested its Major Incident / Emergency Plan, through:

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

Dates	Details Of Communications/Activation Test Undertaken
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
20.01.24	Bridgend Warehouse Fire Notification: REAL INCIDENT RESPONSE
04.03.24	South Wales LRF Notification Test: System testing
26.03.24	WAST Major Incident Notification: Internal Incident Notification (BT Telecoms)
Weekly	PHW Alert System Test: Conduct internal EPRR system test every Monday morning, checking pagers, email and text notification (Started 18.03.24)

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

Dates	Details Of Tabletop Training Exercise
14.06.23	<p>Exercise Glascoed: 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>
26.06.23	<p>Exercise Athena: 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>
07.09.23	Exercise Suspect Package: Exercise to explore the multi-agency response to a

Dates	Details Of Tabletop Training Exercise
	suspect package at Wrexham Maelor Hospital.
13.09.23	Operation POET: 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.
17.10.23	Exercise Dragon Mist: Multi-agency exercise to test the off-site plan for Dragon LNG, Waterston, Dyfed Powys; and to test multi-agency interoperability. 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.
30.01.24	Exercise Cyhyraeth: Exercise to validate the Public Health Wales Emergency Response Plan (V3); to provide assurance in relation to the organisation's compliance with the requirements of the Civil Contingencies Act [2004] and the NHS Wales Emergency Planning Core Guidance [2015].
29.02.24	Exercise Prison Measles: Multi-agency exercise is to explore the response to a measles outbreak in a prison setting in Wales.
18.03.24	Exercise Damona: Multi-agency exercise to validate the multi-agency off-site/external emergency plan for the Calor Gas, Aberdulais. The aim of the exercise was to test the off-site plan for Calor Gas, Aberdulais as a result of its top tier status under the Control of Major Accident Hazard (COMAH) Regulations 2015.
19.03.24	Exercise CYD: Multi-agency exercise event to validate the Communicable Disease Outbreak Plan for Wales. Welsh Government commissioned Public Health Wales (PHW) to lead a full review of the document, with an exercise to validate the revised arrangements.

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

Dates	Details Of Major, Live Or Simulated Exercises Undertaken
03.03.20	Exercise Seren City: 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. The aim was to explore the multi-agency response to a request to put an urban setting in lockdown in response to COVID-19.
26.06.20	Exercise Barod: 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. 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.
28-30.02.23	Exercise Mighty Oak: Exercise Mighty Oak was a Tier 1, national exercise exploring the impacts, response and recovery from a national power outage (NPO)

Dates	Details Of Major, Live Or Simulated Exercises Undertaken
	<p>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>
10-11.07.23	<p>Exercise Doll House: 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>
21.09.23	<p>Exercise Astral Bend: 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>
29.11.23	<p>Exercise Pen Y Darren: 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>
2020 - 2024	<p>MERIT Training: 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>

31. Has your organisation had to initiate your major incident / emergency plan between April 2023 to March 2024?

YES NO

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

13.12.23	<p>Treforest Major Incident: 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>NB. 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>
15-18.01.24	<p>BMA Wales (Junior Doctor) Industrial Action: PHW established its Command, Control and Coordination (C3) structures and treated the event as an 'enhanced' incident.</p>
20.01.24	<p>Bridgend Warehouse Fire: A fire at a haulage premises. A major incident was declared but then rapidly de-escalated as it did not meet the definition for any agency. Risks due to building collapse, and risk of debris blowing due to an upcoming storm with high winds. Uncertainty about materials held on site- goods for transport and insulating material (quarry asbestos).</p>

21-24.02.24	BMA Wales (Junior Doctor) Industrial Action: PHW established its Command, Control and Coordination (C3) structures and treated the event as an 'enhanced' incident.
25-28.03.24	BMA Wales (Junior Doctor) Industrial Action: PHW established its Command, Control and Coordination (C3) structures and treated the event as an 'enhanced' incident.

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 and any lessons identified uploaded on the Wales NHS Lessons Identified Register?

As per point c, 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.

32. Have you undertaken an assessment of staff training needs in relation to your Major Incident /Emergency Plan?

YES NO

Please provide further information

Yes. Based upon the analysis undertaken, Public Health Wales have issued an EPRR Learning and Development Prospectus which lists;

- The internal and external training opportunities available from a strategic, tactical and operational context across a range of subject areas. The current version maps training for 2024/25.
- The training requirements of staff to undertake identified roles detailed in the PHW Emergency Response Plan (V.3). All roles are mapped against the National Occupational Standards for Civil Contingencies.

The EPRR Team also work directly with Directorates to offer bespoke training packages for teams aimed at improving preparedness in key areas such as Health Protection, Communication, Estates, Environmental Public Health, Prisons and Substance Misuse.

33. Do you have a staff training programme to support your Major Incident/Emergency Plan?

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 st January 2021 – 31 st March 2024):							
Role	Internal	External	2021	2022	2023	2024	Total
Wales Gold		✓	8		18		26
Wales Gold (Lite)		✓	19				19
Strategic*	✓				7		
Wales Silver		✓		3	4	01	8
Tactical*	✓			4	12		16
Operational*	✓				22		
Loggist*	✓				10	07	17
Watchkeeper*	✓		4		8		12
Business Continuity	✓			7		24	31
Introduction to Emergencies (in person)	✓		21	14			35
Introduction to Emergencies (online)	✓			23	59		83
EPRR Response Awareness	✓				123		123
							370

*Internally delivered and specifically aligned to PHW Emergency Response Plan (mapped against the National Occupational Standards for Civil Contingencies and business continuity processes.

Communication

34. Have relevant NHS organisations and partner agencies been consulted about any role they may have in your Major Incident/Emergency Plan?

YES NO

Please provide details.

In 2022/23, the Emergency Preparedness, Resilience & Response (EPRR) Team completed a comprehensive review of the document to ensure that PHW 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 PHW response to COVID. It has sought to gather feedback on the current plan by engaging with key internal contributors via the Executive Team, EPBC Group, Consultants in Environmental Health Protection, Consultants in Communicable Diseases & Microbiology

Whilst the Emergency Response Plan doesn't directly require support from any agency, there are significant interdependencies in response. Therefore, PHW also drew upon the valuable experiences of external stakeholders across Wales and the UK as part of the process, obtaining feedback from a cross-section of partners including the emergency services, local government, university health boards, Welsh Government, the Public Health Agency Northern Ireland, the UK Health Security Agency, and Public Health Scotland.

When updating the internal PHW Countermeasures Protocol in 2023/24, advice/feedback was obtained from Welsh Government, NHS Shared Services and Welsh Ambulance Services NHS Trust via the Wales NHS Countermeasures Group to ensure that the protocol is aligned to arrangements in other organisations and remains fit for purpose.

In 2023/24, Welsh Government commissioned PHW to lead a full review of the Communicable Disease Outbreak Plan for Wales. This work was led by Andrew Jones, Deputy Director Health Protection and Screening Services, the organisation worked in collaboration with all partners to produce the revised document which was approved by all partners and Welsh Government in December 2023.

Assurance

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

	YES	NO	Please provide any further relevant information to support your answer
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		
7) Do you have an EPRR lessons identified and lessons learned procedure within your organisation that feeds in to EPAG?	X		

Priorities

36. What are your priorities for 2024/25 to strengthen your organisation's emergency planning, resilience and 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 an EPRR Officer (1) and an EPRR Support Officer (1), with the team reaching the new establishment in September 2023.

In March 2024, PHW Executive agreed to further strengthen the EPRR function by granting approval to recruit another EPRR Officer (1) and an EPRR Support Officer (1).

The recruitment process is ongoing, and the team will reach its 'new' full establishment in September 2024. This will further strengthen PHW's presence at LRFs across Wales, enhance existing arrangements and extend the provision of internal and external emergency preparedness and business continuity resilience, 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 in December 2023. Its purpose is 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.

This service went 'live' on 1st April 2024, and has operated very successfully since, providing support internally and externally in response to a range of emergencies and major incidents.

PHW Digital Disruption & Resilience Exercise

Working collaboratively with PHW digital colleagues and are in the early phases of developing an event to explore Public Health Wales' capacity and capability to collectively respond to a significant/widespread digital disruption to be held in October 2024.

The event is intended to engage the PHW strategic response to a realistic scenario (drawn from

actual occurrences elsewhere in the UK) and explore the impacts across each Directorate.

Pandemic Preparedness

Public Health Wales has established a Cross-Directorate working group to further develop 'surge' (BC) arrangements to ensure that the organisation captures and retains a state of readiness in terms of its processes and procedures which may be required in response to a new pandemic.

This project will help to ensure that services which require significant 'surge' in terms of staff, facilities, digital support maintain plans in a state of readiness.

This particularly covers Health Protection, Microbiology, People & Organisational Development, Digital Services and Estates.

The organisation is also;

- Moving into phase two of its COVID-19 Learning Event(s). The overarching purpose of the survey (Phase 01) and facilitated learning events (Phase 02) is to collect and collate staff experiences of our emergency response during the COVID-19 pandemic, with a final evaluation and report arriving in early 2025.
- Fully engaged at the UK level to support the development (at pace) of new national (UK) Pandemic Preparedness Plan/Guidance and also the Respiratory Pandemic Plan/Guidance.

These documents will be utilised as a 'check' that preparations within PHW are suitable and sufficient. It will also be utilised across Wales with partners in the Local Resilience Fora to develop new Multi-Agency Pandemic Plans.

Recommendations from COVID Inquiry Modules

Public Health Wales is committed to the continued identification of lessons and implementing change following the COVID-19 pandemic. As part of this process, the organisation will be reviewing recommendations from each module of the Inquiry as they are published, with particular focus on the forthcoming publication of module one recommendations due on 18.07.24.

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

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

Completed and signed report forms with any attachments to be returned following consideration by your Board at its July meeting by email to:

Rebecca.Luffman@gov.wales